

Q3 & Q4 2015

# EQ

LOUISIANA ECONOMIC QUARTERLY

# THE STATE OF LOUISIANA

CERTIFIED SITES

UNIVERSITY PARTNERSHIPS

WORKFORCE  
TRAINING

LOW COST  
OF BUSINESS



IMPROVED BUSINESS CLIMATE

LED FASTART

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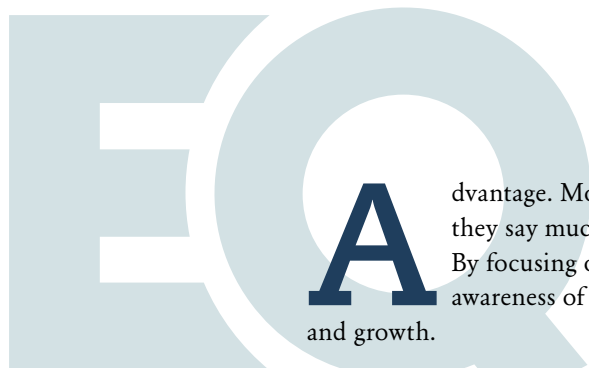


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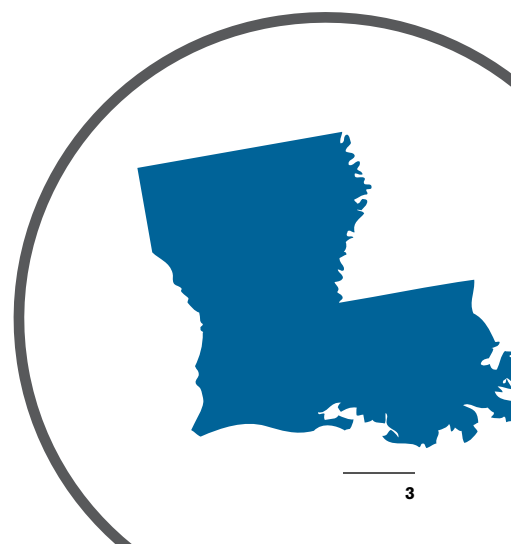


**A**dvantage. Momentum. Opportunity. They're just three words, but they say much about what's taken place in Louisiana in recent years. By focusing on Louisiana's competitive advantages, we've increased awareness of our state as a leading destination for business investment and growth.

The trend of more and more businesses choosing Louisiana underpins an ongoing story of unprecedented business opportunity in our state. Today, Louisiana places higher in all national business climate rankings than it ever did prior to this decade. In this issue of *Louisiana Economic Quarterly*, we'll look at Louisiana's competitive advantages and we'll examine the economic momentum they've generated in our state.

Advanced workforce recruiting and training programs, development-ready business sites, higher education partnerships, a competitive business tax structure and low operating costs have convinced many business and industry leaders to make major new investments in Louisiana. At the heart of this *EQ* issue, we'll look at those exciting projects in such fields as advanced manufacturing, software development, chemical processing, entertainment, aerospace and more. Since 2008, Louisiana's economic development efforts in these and other key industries have attracted more than 91,000 new jobs and \$62 billion in new capital investment associated with new projects alone.

As you enjoy our latest issue of *EQ*, we'll unfold a story of unique business success, and help you learn more about Louisiana – America's new frontier for business opportunity.



**ADVANTAGE**

**CERTIFIED SITES**

**UNIVER**

**IMPROVED  
BUSINESS CLIMATE**

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TR**

**LED FASTART**





# LOUISIANA

## UNIVERSITY PARTNERSHIPS

### WORKFORCE TRAINING

### LOW COST OF BUSINESS

**F**rom cutting-edge workforce recruitment and training, to low operating costs and development-ready sites, Louisiana offers employers unique advantages when locating or expanding their businesses in the state. The state's ongoing cultivation of these competitive advantages is dramatically improving Louisiana's business climate rankings and driving extraordinary opportunity throughout the state.

# CLIMBING THE RANKS

**L**ouisiana has climbed substantially in major U.S. business climate rankings, with the state now placing higher in every national ranking than it ever did prior to 2008.

Respected third-party evaluators have noted Louisiana gains in areas such as workforce training, incentives, speed of permitting, shovel-ready sites, labor costs, corporate taxes and transportation infrastructure.

In national business climate rankings published by *Area Development*, *Business Facilities*, *Chief Executive*, *Site Selection* and the international location marketing firm DCI, Louisiana now ranks among the Top 10 states for business in the U.S.

In 2015, *Business Facilities* magazine ranked LED FastStart® the No. 1 state workforce-training program for the sixth consecutive year. The same publication ranked Louisiana the No. 3 business climate in the nation, marking the sixth year in a

row the state has hit the Top 10, including a No. 1 ranking in 2014.

Also in 2015, Louisiana earned its fifth consecutive Top 10 ranking in *Area Development* magazine's annual Top States for Doing Business report, placing No. 8 overall.

*Site Selection* ranked Louisiana No. 4 in the magazine's 2015 Top State Business Climate Rankings, marking the sixth year in a row that Louisiana earned a Top 10 spot in that publication. The ranking weighs survey results from site selectors, based on their experience in locating facilities in a given state, and considers a state's recent track record in attracting expansion and relocation projects, along with tax burdens encountered by companies operating in the state.

In 2015, only Louisiana — among all 50 states — placed in the Top 10 of at least seven major *Site Selection* ranking categories.

## TOP 10

In national business climate rankings published by *Area Development*, *Business Facilities*, *Chief Executive*, *Site Selection* and the international location marketing firm DCI, Louisiana now ranks among the **TOP 10 STATES FOR BUSINESS** in the U.S.

## #7

In *Chief Executive* magazine's annual survey of CEOs about business climate, Louisiana improved, jumping to the **NO. 7 SPOT IN THE 2015 BEST STATES FOR BUSINESS RANKING**.

## #4

Louisiana ranked **NO. 4 IN THE NATION FOR ITS SUPPORTIVE SMALL BUSINESS ENVIRONMENT** by Thumbtack.com in conjunction with the Kauffman Foundation.

## #1

LED FastStart® has been ranked the **NO. 1 WORKFORCE TRAINING PROGRAM** by *Business Facilities* for the past six years.

In *Chief Executive* magazine's annual survey of CEOs, Louisiana rose to No. 7 in the 2015 Best & Worst States for Business, up two spots from 2014 and Louisiana's best ranking ever by *Chief Executive*. The survey asked 650 business leaders to evaluate states on several issues, including tax and regulation, quality of workforce and quality of life.

*Chief Executive* noted, "During 2015, Louisiana showed strong improvement in attracting and retaining technology businesses, while also benefitting from a downstream position in oil and gas. CEOs are pleased with the Southeastern state's industrial incentives, cheap energy and nonunion workforce."

Louisiana's reputation for business friendliness isn't limited to global industry and tech firms. The state's small business climate also stands out. In an annual survey of small businesses conducted by Thumbtack.com and the Kauffman Foundation, Louisiana earned an 'A' grade in 2015 for small business friendliness, and ranked No. 4 in the nation for its supportive small business environment.

Louisiana is especially noteworthy for its rapid business climate ascent. In six years, Louisiana jumped from No. 25 to No. 4 in the *Site Selection* business climate ranking. And since January 2008, Louisiana has improved a nation-best 40 spots in the *Chief Executive* ranking.

The state's economic development strategy has included targeted, customizable incentives as well as policy initiatives that have created a thriving business environment. The proof is in the numbers. Louisiana's economic development wins since 2008 are resulting in more than 91,000 new jobs, more than \$62 billion in new capital investment and hundreds of millions of dollars in new sales for small businesses statewide.

Corporate executives acknowledge that top rankings strengthen Louisiana's position in site selection competitions. Louisiana's upward trajectory provides a positive backdrop for many investors choosing to expand or relocate in the state: Benteler Steel/Tube evaluated more than a dozen states and 100 sites before selecting Shreveport, Louisiana, for a \$975 million investment; CSC weighed 134 sites around the U.S. before choosing Bossier City for an 800-job technology center; and GE Capital chose New Orleans over more than 100 other cities for its 300-job technology center.

"I think improvement in these kind of rankings gives you confidence that the local economy is in strong shape," said Mike De Boer, chief information officer for GE Capital's New Orleans site. "These improvements are important in the sense that they create not only positive messages, but they influence and shape decisions." **EQ**

# TOP 10

Louisiana earned its fifth consecutive Top 10 ranking in *Area Development* magazine's annual **TOP STATES FOR DOING BUSINESS REPORT**, placing No. 8 overall.

# A

In an annual survey of small businesses conducted by Thumbtack.com in conjunction with the Kauffman Foundation, **LOUISIANA EARNED AN 'A' GRADE IN 2015 FOR SMALL BUSINESS FRIENDLINESS.**

# #4

*Site Selection* ranked Louisiana **NO. 4 IN THE MAGAZINE'S 2015 TOP STATE BUSINESS CLIMATE RANKINGS.**

# #3

*Business Facilities* magazine ranked Louisiana **NO. 3 IN BUSINESS CLIMATE.**



# WORKFORCE CHAMPION

Louisiana’s economic development renaissance since 2008 stems in part from major workforce development reforms that led to the creation of LED FastStart® that year.

Named the nation’s top state workforce development program by *Business Facilities* magazine in 2009 and every year since, FastStart frequently gains mention from corporate executives as a leading reason why they chose to expand in Louisiana.

States commonly recognize the important role of assisting firms as they train an inaugural workforce. But LED FastStart has built a distinctive brand through uncommon service. FastStart develops highly sophisticated, customized and responsive workforce programs at no cost to a company.

“I think we surprise people because while we’re in state government, we think and function like a business,” said Jeff Lynn, executive director of workforce development programs for Louisiana Economic Development. “Our team comes from business and industry, and we understand the importance of offering a tailored solution that helps a company ramp up quickly and efficiently.”

Lynn himself is a former manufacturing training executive who left industry to help shape Georgia’s

successful Quick Start program. LED recruited him in 2008 to launch FastStart and to formulate a groundbreaking approach to workforce training.

“From the beginning, we had a goal of creating the No. 1 program in the country,” Lynn said. “It didn’t take long for that to be the case.”

From 2008 to 2014, FastStart worked on 174 different projects in every region of Louisiana. Most projects support manufacturing expansions, but an increasing number assist technology and corporate office customers.

As companies evaluate Louisiana in the site selection process, the FastStart team is at the table. Lynn and his staff invest time learning about a company’s culture, its manufacturing processes and training protocols. When appropriate, FastStart experts visit existing national and international facilities to help develop precise workforce strategies.

FastStart mounts social media campaigns to recruit select talent cohorts, such as the high-tech Millennials it attracted for video game developer Gameloft in New Orleans. For advanced manufacturing clients, FastStart has produced 3-D animated training videos to steep new recruits in the company’s manufacturing





culture. No two projects are alike, Lynn said, and some represent an entirely new approach to workforce development.

For example, FastStart played a lead role in designing and equipping a state-funded \$22 million advanced manufacturing training center to support the workforce needs of global steel manufacturer Benteler Steel/Tube. The company is investing \$975 million and hiring 675 direct employees for its first U.S. production facility in North Louisiana.

After Benteler, other regional manufacturers will benefit from the training center. The FastStart team studied the workflow and equipment of Benteler Steel/Tube's plant in Paderborn, Germany, and helped Bossier Parish Community College enhance those systems in the Louisiana training center.

"The value of the training facility is almost immeasurable," said Matthias Jaeger, president and CEO of Benteler Steel/Tube. "We are making a long-term commitment, so we need to have certainty about the workforce of the future."

FastStart customized a similar strategy for the South African energy company Sasol Ltd., which is building a more than \$8 billion chemical complex in Louisiana while continuing to pursue a gas-to-liquids complex that could raise total investment to \$20 billion with a final investment decision at a later date. Louisiana is building a \$20 million SOWELA Technical Community College training center to support the workforce needs of Sasol and other regional manufacturers in Southwest Louisiana.

Beyond manufacturing, FastStart has created workforce development strategies for many



technology companies in Louisiana — including the Fortune 500 headquarters of CenturyLink, IBM, CSC, CGI and GE Capital — which have helped the software development, digital media and IT sector become Louisiana's fastest growing industry.

In the next decade, state higher education commitments will at least triple the number of undergraduate computer science degrees awarded annually at four major campuses.

"The products we develop," Lynn said, "are intended to add value over the long-term." **EQ**





# TRAINING ON DEMAND

Louisiana's two-year colleges are transforming their campuses to meet the demands of the next-generation workforce. Since 2007, the State of Louisiana has invested \$500 million to expand and improve the 13 institutions of the Louisiana Community and Technical College System (LCTCS). Demand for LCTCS courses has soared, even quadrupling on some campuses, as more students seek degrees and certifications that yield sustainable, quality careers.

LCTCS is collaborating with industry to ensure that new facilities and programs support the state's job growth forecast, since a large percentage of future jobs will be filled by community and technical college graduates. Leaders from Louisiana Economic Development, LCTCS and the Louisiana Workforce Commission are tracking high-demand jobs and helping schools align their programs with employer needs.

The blueprint for Louisiana's investment is the Facilities with a Purpose plan that calls for 876,000 square feet of new or improved community and technical college space. Crowded classrooms are being replaced by contemporary, flexible labs and lecture halls that prepare students for a variety of careers.

For example, a \$17 million investment at South Louisiana Community College (SLCC) in Lafayette is supporting a new allied health building. It will enable SLCC to offer a two-year registered nurse degree program and other sought-after healthcare certifications.

SLCC has enhanced programs in other high-demand fields, including energy, a longtime economic driver in South Louisiana. The college has expanded curricula for oil and gas industry operators, welders and machinists, and is the only two-year institution in the state to offer an oil production safety degree.

SLCC's new aviation programs include a Federal Aviation Administration-approved certification in aircraft coatings. The college is working with Bell Helicopter's new assembly facility in Lafayette on an apprenticeship program that would produce more mechanics to work on the Bell 505 Jet Ranger X helicopters.

Bossier Parish Community College (BPCC) in Northwest Louisiana experienced an 83 percent enrollment increase from 2009 to 2013 as more Shreveport-Bossier City residents opted for two-year degrees in a growing economy. Demand has grown at least 70 percent for BPCC graduates in science, technology, engineering and math (STEM) fields, with companies relying on the college for more workers trained in cybersecurity, nursing, allied health and related disciplines. A \$21 million investment at BPCC has established a state-of-the-art STEM center.

At Delgado Community College in New Orleans, a \$35 million investment is supporting the first phase of a 107,700-square-foot Nursing and Allied Health Campus. The campus will be positioned in the New Orleans BioDistrict near hospitals and the Tulane University and LSU medical schools, and will serve 6,000 students.

Additionally, an investment of \$10 million at Delgado is producing a new Hospitality and Culinary Center, a hub for training the region's high-demand hospitality industry workforce. Students may obtain degrees in the culinary arts, and restaurant and hotel management.

Expansion projects also are underway on four campuses of Louisiana Delta Community College to support manufacturing job growth in Northeast Louisiana. An \$8 million investment on the main campus in Monroe will produce a 30,000-square-foot Advanced Technology Center to expand college programs in electronics, pneumatics and other high-skill, high-wage programs. The center will serve more than 3,500 students. **EQ**





# THE POWER OF PARTNERSHIPS

Louisiana's fast-growing technology sector is yielding thousands of new software development and information technology jobs as more global players locate in the state. To ensure a sustainable supply of talent for employers, the State of Louisiana has engineered innovative partnerships joining private companies and Louisiana universities.

Technology firms participating in the partnerships — including CGI, CSC, GE Capital and IBM — credit the opportunity to collaborate with higher education campuses as a key reason why they chose to invest in Louisiana.

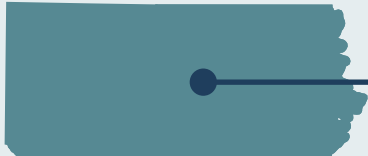
Partnerships are underway in every part of the state. Canada-based CGI, the world's fifth-largest independent IT services firm, is working closely with the University of Louisiana at Lafayette (UL Lafayette). In 2014, the firm announced its decision to open a technology center at the UL Lafayette Research Park, a project that is creating 400 professional jobs. The incentive package included a state-funded, \$4.5 million investment designed to triple the number of computer science bachelor's degrees awarded each year by the university's School of Computing and Informatics.

The relationship is not just about growing the talent pool for new positions. UL Lafayette will develop professional certifications and short courses for existing employees at CGI and other regional tech firms in such disciplines as big data analytics and cloud computing. Moreover, CGI's Lafayette facility also reflects a culture of collaborative research. The 50,000-square-foot, \$13.1 million state-funded building includes an innovation center where CGI clients can see and experience the technology developments pioneered by the company and its university research partners.

CGI Vice President Mark Eschle says the company has partnered with colleges and universities elsewhere, but the innovation center at UL Lafayette will be unique.

"The goal is a direct partnership that will allow us to bring research to bear on the challenges our clients face," Eschle said. "It's an excellent opportunity to demonstrate to clients how you can innovate with technology."

In downtown Baton Rouge, IBM has opened a new technology solutions center that will employ 800 professionals. To create a robust workforce



*A higher education initiative led by Louisiana Tech University will dramatically increase graduates in computer science and cyber engineering, providing skilled talent for CSC's 800-job next-generation technology center.*



UNIVERSITY  
LOUISIANA  
Lafayette



*A state-funded investment will triple the number of computer science bachelor's degrees awarded each year by the University of Louisiana at Lafayette, supporting a talent pipeline of skilled workers for CGI's 400-job technology center.*

pipeline, Louisiana State University (LSU) is planning to triple the number of undergraduate computer science degrees awarded annually, with the help of a \$14 million, 10-year state higher education initiative. The university's College of Engineering created a statewide campaign to promote interest in technology-related careers among high school students who plan to enroll at LSU.

In Northwest Louisiana, global IT leader CSC is creating an 800-job technology center in Bossier City, where the company is developing solutions in cloud computing, cybersecurity and technology consulting. CSC is partnering with Louisiana Tech University, Bossier Parish Community College and Northwestern State University to expand the number of graduates equipped for employment at CSC through another 10-year, \$14 million state higher education initiative. Louisiana Tech already has traction in this area; it was the first university in the country to offer a cyber engineering degree.

In New Orleans, GE Capital recently established a 300-job technology center after evaluating more than 100 sites across the country. To ensure the



*A targeted state investment will triple the number of computer science graduates from Louisiana State University in three to five years, supporting a talent pipeline of skilled workers for IBM's 800-job technology center.*



GE Capital

*The innovative Software Engineering Apprenticeship Program (SWEAP) at the University of New Orleans will provide GE Capital with highly trained and immediately productive graduates.*

company has a sustained talent flow, GE Capital leaders are collaborating with the University of New Orleans on a new Software Engineering Apprenticeship Program, or SWEAP. Created by GE Capital and the UNO computer engineering staff, with the assistance of LED FastStart®, students in SWEAP attend classes tied to the company's computer science needs, gaining work experience, mentorship and industry training. Participants in the state-funded program receive hands-on experience in every phase of projects and can become apprentices and full-time employees at the technology center. **EQ**



# LOW COST OF BUSINESS

Competitive taxes, utility rates and operating costs make Louisiana one of the most affordable places to do business in the United States.

Louisiana offers state-and-local tax burdens that rank among the lowest in the nation, according to a 50-state analysis conducted by the Tax Foundation and KPMG. The study, *Location Matters: The State Tax Costs of Doing Business*, examines the impact of business taxes across a host of project types. In Louisiana, the 2015 report notes, new facilities, relocation projects and facility expansions in the manufacturing sector experience effective tax rates at, or under, 0.1 percent, due in part to some of the most beneficial property tax abatements and new job creation incentives in the nation.

Accordingly, Louisiana ranks No. 1 in the U.S. for the lowest tax burden on those manufacturing operations. Louisiana is also a highly competitive state in other sectors, such as new corporate headquarters projects where it ranks No. 4.

Louisiana’s R&D Tax Credit encourages existing businesses with operating facilities in Louisiana to establish or continue research and development activities within the state. It provides up to a 40 percent tax credit on qualified research expenditures incurred in Louisiana, with no cap and no minimum requirement.

Tax incentives supporting business growth, including credits and rebates, were part of Louisiana’s strategy beginning in 2008 to create a competitive business environment. The Digital

TOTAL EFFECTIVE TAX RATES			
STATE	CAPITAL-INTENSIVE MANUFACTURING	LABOR-INTENSIVE MANUFACTURING	CORPORATE HEADQUARTERS
ALABAMA	7.1%	6.7%	13.3%
ARKANSAS	8.6%	7.3%	8.9%
FLORIDA	19.6%	11.2%	15.2%
GEORGIA	6%	2.8%	13.5%
LOUISIANA	0.1%	-1.9%	5.2%
MISSISSIPPI	13.8%	8.8%	11.3%
NORTH CAROLINA	10.2%	6.5%	6.9%
OKLAHOMA	4.8%	3.5%	6.4%
SOUTH CAROLINA	20.9%	8%	13.5%
TENNESSEE	8.8%	11.3%	17.8%
TEXAS	19.8%	14.8%	18.5%
VIRGINIA	23.8%	11.4%	16.4%

2015 *Location Matters*, The Tax Foundation and KPMG  
\*The total effective tax rate is determined by calculating the net amount businesses pay in taxes; minus incentives, exemptions, exclusions, credits or rebates; and dividing that amount by a firm’s pre-tax profits.

Interactive Media and Software Development Incentive, for example, is a refundable tax credit that remains the strongest of its kind in the nation and has helped build Louisiana’s fast-growing technology sector. The state has attracted innovative digital media and software development companies of all sizes, including video game developers EA, Gameloft, High Voltage Software and inXile Entertainment, along with major software development, IT and business consultants, such as IBM, CSC and CGI. GE Capital also established a key technology center in New Orleans.

These companies and others like them chose to expand in Louisiana — beyond mature tech clusters — not only for the state’s more competitive business costs but also for Louisiana’s well-executed strategy of building its technology workforce through programs such as LED FastStart® and through strategic higher education initiatives that are producing a greater pipeline of technology talent throughout the state.

Louisiana’s digital media and software development incentive provides up to a 35 percent tax credit on qualified payroll for in-state labor and up to a 25 percent tax credit on qualified production expenditures. There’s no cap on eligibility; and once tax credits are earned, companies may receive 85 percent of the value right away or claim the full 100 percent through the filing of tax returns.

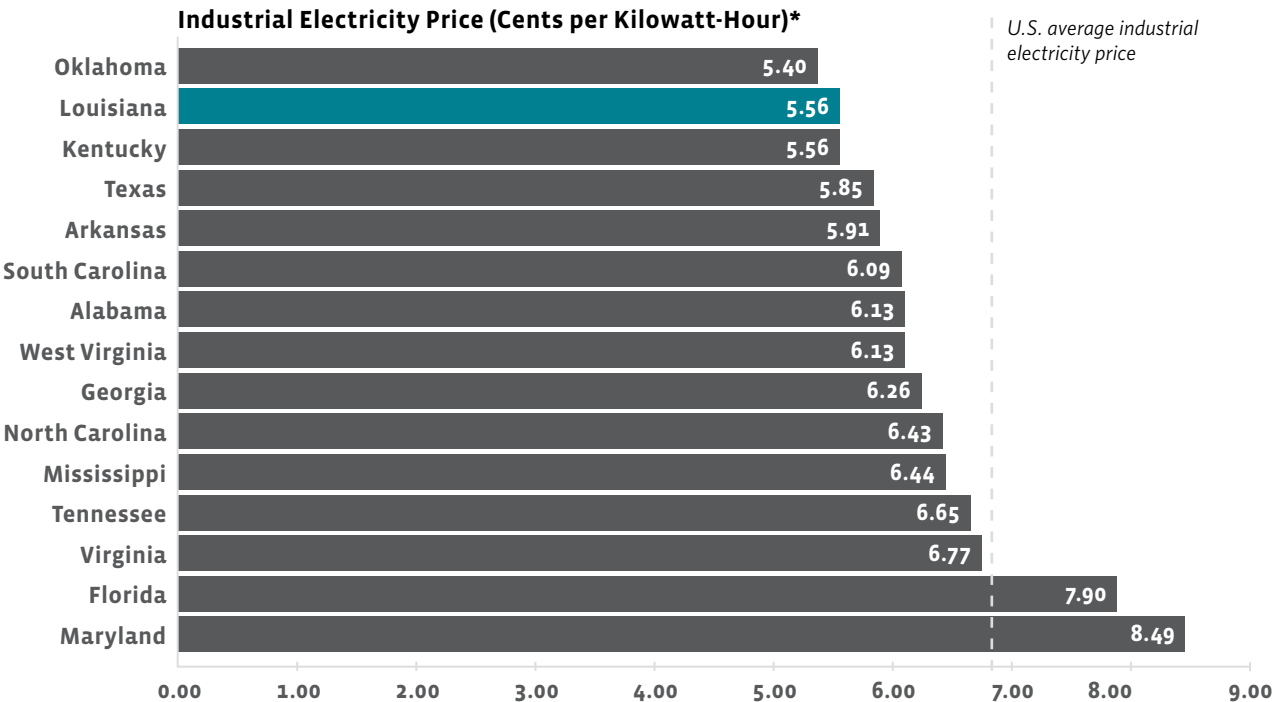
Louisiana also presents expanding or relocating businesses with a compelling case on the energy front, where utility rates rank among the most affordable in the nation.

Louisiana’s metro areas — Shreveport, Monroe, Alexandria, Lake Charles, Baton Rouge, Lafayette, Hammond, Houma/Thibodaux and New Orleans — are all locations that offer competitive utility costs. The state’s 2012-2014 industrial electricity rates averaged approximately 19 percent below the national average.

Louisiana’s industrial natural gas rates also are highly competitive, with the state’s rates averaging the lowest in the South and landing approximately 18 percent below the national average.

Similarly, Louisiana offers competitive labor costs, with the state becoming a right-to-work state more than three decades ago. According to KPMG’s 2014 *Competitive Alternatives*, salary and wage costs in Louisiana average less than the South and the U.S. The state is committed to providing an expanded pool of highly skilled, qualified workers through continuous investment in new and modernized training facilities at community and technical colleges. Louisiana also has engineered partnerships between business and industry and higher education to ensure curriculum programs are calibrated with workforce needs. **EQ**

AVERAGE INDUSTRIAL ELECTRICITY COSTS



\* 2012-2014 average / Source: U.S. Energy Information Administration - latest data available at printing

# QUALITY SITES, SUCCESSFUL PROJECTS

In September 2015, when Yuhuang Chemical broke ground on a \$1.85 billion methanol complex in Louisiana, company CEO Charlie Yao touched upon a truism: Quality sites make successful projects.

“Yuhuang Chemical Inc. selected Louisiana for our project for a number of reasons: Outstanding selection of greenfields for large development, working with the team at LED and the incentives the state offered, the supportive community in St. James Parish, and a business-friendly environment ultimately made our decision straightforward,” he said.

That Yao singled out sites first is no accident. Louisiana Economic Development officials presented the company with a number of location options that led to a 1,300-acre site with critical access to the Mississippi River, a major pipeline and a Class I railroad — all keys to making a global chemical project successful.

To repeat that recipe for success, LED continues to refine the quality and quantity of its sites statewide. In 2009, LED instituted an innovative program to formally evaluate and certify industrial sites, thereby increasing confidence about available land in Louisiana among companies and site selection consultants. To date, 57 sites of at least 25 contiguous acres have been certified statewide. The sites are catalogued and available for quick review on LED’s website, [OpportunityLouisiana.com/sites](http://OpportunityLouisiana.com/sites). Through a partnership with Entergy Corp., access to nearly 1,000 additional business and industry sites across Louisiana is available on the website.

LED officials developed the Certified Sites program to accentuate Louisiana’s site selection advantage. The formal mechanism vets parcels

for industrial investment. Incorporated into each site evaluation are best practices nationwide; the needs of buyers; and environmental considerations, including soil, rock and groundwater conditions. Landowners now have a specific process in place for ensuring their holdings fit a corporate buyer’s requirements, while companies and site selection consultants can confidently consider multiple certified sites.

Sites are certified through an exhaustive review process conducted by LED and AECOM, a third-party engineering firm with extensive experience in Louisiana. Certification not only reduces buyer risk, but it also helps keep construction schedules on time and on budget.

Some states with certification programs limit their focus to a site’s marketability, but the LED Certified Sites program weighs geologic factors that impact construction and, thus, the bottom line. Louisiana’s certification is directly aligned with the documented needs of industrial manufacturers.

Those needs include a current Phase I environmental assessment, wetlands and stream delineation, a topographic survey, 100/500-year floodplain designation, geotechnical investigation, cultural resources and endangered species designations, railroad and roadway accessibility, and easements for utility and oil and gas well pipelines.

The program’s rigor builds confidence among site selectors and buyers but can result in substantial costs for landowners seeking to achieve certification. In 2012, LED officials addressed the issue through the creation of a funding assistance program. Funds are available to site owners, managers and regional economic development



## TO DATE, OVER 50 SITES OF AT LEAST 25 CONTIGUOUS ACRES HAVE BEEN CERTIFIED STATEWIDE.

organizations for action items needed to qualify for site certification. LED provides a 75 percent match to landowners for costs of site improvement work, engineering surveys and other due diligence items that help them meet program requirements.

The funding assistance program is a rare component among state economic development agencies, and it has greatly accelerated landowner participation. The number of certified sites has tripled since the program was established.

Companies have responded favorably to the program. Several certified sites have been sold to expanding manufacturers and businesses, and the state continues to expand inventory, creating a larger selection of acreage with real advantages. Extensive details are available on each site.

The LED website features aerial shots and quick data on acreage, location and distances to major infrastructure assets, including interstate, highway, rail, airport and ports. **EQ**

# MOMENTUM

IBM • BELL HELICOPT

CSC FOLGERS DANO

MOONBOT  
STUDIOS

CHIQUITA

PROCTER

DOW • GLOBALSTAR

ELECTRONIC



# LOUISIANA

TER	GE	CAMERON LNG	AAR
S	RONPAK	CGI	GARDNER DENVER
BRANDS	BENTELER STEEL/TUBE	CONAGRA FOODS LAMB WESTON	
& GAMBLE			
ARTS	NUCOR	SASOL	CENTURYLINK

**S**ince 2008, innovative policies and focused economic development efforts have yielded remarkable results in Louisiana: more than 91,000 new jobs and \$62 billion in new capital investment associated with the state's recent economic development project wins. Here are some of those standout projects.



In September 2011, IBM sought new opportunities to serve its major domestic clients. The company needed to identify a location for a new technology center in a city that could support such an operation and provide a partnership with nearby academic institutions to foster research opportunities and develop talent. As the company began the site selection process for its new technology center, Louisiana emerged as one of more than a dozen potential locations.

Louisiana Economic Development leveraged a strong partnership with Baton Rouge's consolidated city-parish government, the Baton Rouge Area Foundation, the Baton Rouge Area Chamber and Louisiana State University (LSU) to develop a comprehensive incentive proposal. To address IBM's desire to collaborate with higher education campuses, the State of Louisiana offered \$14 million over 10 years to help the university double its computer science faculty and triple the number of annual computer science graduates by 2018, which would catapult LSU's computer science program into the Top 10 in the country in terms of graduates.

In addition to the workforce solutions of LED FastStart®, LED offered the company \$29.5 million in performance-based grants over 12 years, including \$1.5 million from the City of Baton Rouge/East Baton Rouge Parish, to reimburse relocation, recruitment, facility operating and internal training costs. The public-private partnership provided a \$30.5 million performance-based grant consisting of state, local and federal funding to build a nine-floor office building leased to IBM and owned and managed by the nonprofit Wilbur Marvin Foundation, an affiliate of the Baton Rouge Area Foundation. That building is accompanied by a privately developed, 10-floor residential tower and a private recreational

terrace joining the buildings above a multilevel parking garage.

IBM selected Baton Rouge for its new technology center in March 2013. By May 2015, the company moved into the new IBM technology center after operating in temporary office space during the construction phase. IBM expects to reach 800 employees by the end of 2016. The IBM team in Baton Rouge will work on projects such as using predictive analytics to help police fight crime or deploying technology in helping health officials prevent the spread of foodborne illness. IBM programmers in Louisiana are also transforming the way cities cope with aging infrastructure through predictive maintenance systems that will help engineers determine when or if maintenance is needed. The Baton Rouge center's team members are developing ways to reach mobile customers in every sector of the economy: They identify constantly shifting business risks and opportunities, and create technology to deploy resources in more efficient and sustainable ways. In Baton Rouge, IBM's advancement of analytics, cloud computing and other data tools is a leading example of why Louisiana has become a strong digital contender in the competition for new technology investment and knowledge-based jobs.

The partnership of IBM and LSU is producing results. LSU's computer science enrollment has doubled since 2012, and the program has hired new faculty members. IBM and LSU have also partnered to launch two new study concentrations: data analytics and cloud computing.

In February 2015, IBM announced in a separate Louisiana project that it will establish a 400-job Application Development and Innovation Center in Monroe, from which the company will provide software technology services to clients across the U.S. IBM will partner with CenturyLink on



## IN ADDITION TO ITS BATON ROUGE LOCATION, IBM ANNOUNCED IN FEBRUARY 2015 THAT IT WILL ESTABLISH A 400-JOB INNOVATION CENTER IN MONROE.

research, development and product innovation, with the new IBM center anchoring an 88-acre, smart-growth designed development on CenturyLink-owned property that will include a complementary mix of residential, commercial and recreational uses. As part of the project, the State of Louisiana will provide \$4.5 million

in funding over 10 years for expanded higher education programs designed primarily to increase the number of annual computer science graduates in Northeast Louisiana, much like it did for LSU. The State of Louisiana will provide \$12 million for construction of new office space for use by IBM in Monroe. **EQ**





# MOONBOT STUDIOS

Shreveport native Bill Joyce has a long history of developing visually stunning stories. As an author and illustrator, he has worked with Disney/Pixar to develop characters for computer-animated classics, such as *Toy Story* and *A Bug's Life*, and he has developed multiple books for children of all ages. In 2005, he noticed an interesting transition.

"I realized that I was still traveling across the country while the industry was increasingly doing work here," Joyce said of his home state.

Joyce found himself working on several film and TV projects at his Shreveport office with designer and special effects artist Brandon Oldenburg of Reel FX in Dallas, when Lampton Enochs moved his production services firm into the InterTech Science Park in Shreveport. The momentum in the entertainment industry was encouraged by state incentives, such as the Motion Picture Investor

Tax Credit and the Digital Interactive Media and Software Development Incentive. Sharing his vision with Oldenburg and Enochs, Joyce proposed the ultimate workshop for the production of quality animation, art and literature: Moonbot Studios.

Louisiana Economic Development staff acknowledged the unique opportunity to support the cutting-edge startup and to help the partners utilize both the LED FastStart® workforce development program and the Motion Picture Investor Tax Credit incentive. One of Moonbot's first major projects was a short animated film based on a story Joyce had written several years prior, *The Fantastic Flying Books of Mr. Morris Lessmore*.

Inspired by the events of Hurricane Katrina, the style of Buster Keaton and the whimsy of *The Wizard of Oz*, the 14-minute film brings to life a story about the power of books.

# MOONBOT STUDIOS INTENDS TO BE THE FIRST COMPANY TO PRODUCE A FULL-LENGTH, ANIMATED FILM ENTIRELY IN LOUISIANA.

Capitalizing on the success of its popular short film, Moonbot Studios developed a multiplatform interactive system to further share the stories of *Morris Lessmore*. Through LED FastStart, the state provided strategic training for the studio, identifying instructors with expertise in application development that allowed Moonbot to collaborate with another Shreveport-based company, Twin Engine Labs. The result: a companion iPad app for the *Morris Lessmore* film.

“We’re a startup company,” Enochs said. “We didn’t necessarily have the wherewithal to go down that path and create the iPad book. But with the help from FastStart, we were able to create the iPad book.”

“FastStart enabled us to move quickly (and) bring in the right talent,” Oldenburg said. “They have been hands-on where it was needed and hands-off where it’s needed.”

Developed entirely by Louisiana talent, *The Fantastic Flying Books of Mr. Morris Lessmore* app received universal praise. Next, the company launched an interactive division that concentrates entirely on apps, e-books and games. Soon, downloads of the *Lessmore* app surged to the No. 1 spot on the iTunes paid-app chart, eventually becoming the No. 3 top-grossing app in all categories. In February 2012, the film that inspired

Moonbot’s interactive division, *The Fantastic Flying Books of Mr. Morris Lessmore* won the Oscar® for Best Animated Short Film. Moonbot Studios had landed.

In the studio’s first three years, it collected some of the industry’s most prominent awards, including Daytime Creative Arts Emmy® awards. It also received awards at the Cannes Lions, including two prestigious Grand Prix awards, five Webby awards and hundreds others. With a staff of nearly 50 skilled storytellers, animators and designers, the studio continues to develop a growing line of films, apps, stories and augmented reality platforms. In the last two years, Moonbot Studios released new books, such as *The Mischievians*; new apps and games, including *Lollipop 3: Eggs of Doom*; and interactive, augmented-reality projects, such as *Diggs Nightcrawler*.

For their project *The Numberlys*, Moonbot released multiple platforms for enjoyment of the story, including games, a short film and a picture book. The studio also has developed interactive apps for the Ford Fusion, the National Wildlife Federation and Chipotle Mexican Grill. Having acquired the film rights to two books, *The Extincts* by Veronica Cossanteli and *Olivia Kidney* by Ellen Potter, Moonbot intends to be the first company to produce a full-length animated film in its entirety in Louisiana. **EQ**



# BELL HELICOPTER

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**W**ith more than 35,000 helicopters delivered around the world since its 1935 founding, Bell Helicopter continues a legacy of high-quality helicopter production as a member of the Textron Inc. family of businesses. Bell Helicopter created the SLS category — denoting short distance, light payload, single engine — in the 1960s, when the Bell 206 Jet Ranger propelled the company to tremendous success.

Though the company evolved to produce larger helicopters for diverse markets, customers lobbied for the Jet Ranger's return to the SLS market after its production ceased in 2010.

In December 2013, Bell Helicopter announced the company's formal selection of the Lafayette Regional Airport in Louisiana for development of a new manufacturing facility. Completed in late 2015, the Lafayette Aircraft Assembly Center will begin producing the new Bell 505 Jet Ranger X in 2016.

The company chose Louisiana for final assembly of the SLS helicopter after a highly competitive, multistate assessment of existing facilities and greenfield sites. The state's incentive package for the Bell Helicopter project included performance-based grants of \$4 million for lease support, \$3.8 million for infrastructure and equipment, and \$200,000 for relocation expenses. The availability of a skilled, technical workforce figured prominently in Bell Helicopter's selection of Louisiana, and the company has taken full advantage of the LED FastStart® workforce training program, most recently working with LED FastStart aviation experts to devise a custom training program for new plant employees.

The new 82,300-square-foot, \$26.3 million hangar facility was completed in August 2015 and is built on a 14.5-acre site that Bell Helicopter leases from the Lafayette Regional Airport. The building project was funded by the State of Louisiana with Bell Helicopter investing \$11.4 million in equipment and tooling. The company ramped up the hiring process for the facility in early 2015, and assembly operations are expected to start soon with deliveries to follow in 2016 after certification of the aircraft. The facility will create 115 new direct jobs in Lafayette, with an average annual salary of \$55,000, plus benefits. The project also will result in an estimated 136 new indirect jobs. Meanwhile, Bell Helicopter will maintain employment of more than 60 existing jobs at a pair of aircraft service and component sites in the Lafayette area.

The Bell 505 Jet Ranger X is designed to meet the requirements of today's civilian SLS operator. It seats five passengers and can be used for multiple missions, including corporate transportation, remote job-site transportation, firefighting applications and law enforcement.

"We considered several sites for this new facility, and Louisiana's proposal demonstrated the state's commitment to economic development," Bell Helicopter CEO John Garrison (2009-2015) said. "The state's established aerospace industry and exceptional workforce training programs were also key factors in our decision to make Louisiana a partner in expanding our manufacturing footprint."

A world industry leader choosing to locate in the state is evidence that Louisiana’s growing aerospace market is backed by access to a skilled, experienced workforce, as well as key resources and suppliers. To date, Bell Helicopter has received more than 350 letters of intent from

around the globe for the Bell 505. The five-seat, single-engine, turbine helicopter leverages Bell Helicopter’s proven technology and nearly half-a-century of experience defining the short-light-single market with the original Bell Jet Ranger. **EQ**

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- JOHN GARRISON, CEO (2009-2015), BELL HELICOPTER





**G**E Capital — as a major part of one of the world’s most successful companies, General Electric — had incredible reach in 2010, providing capital for real estate and corporate transactions, refinancing and restructuring for more than 1 million businesses of varying sizes.

That year, GE Capital determined the company needed its own dedicated center of technology support. Meanwhile, Louisiana had emerged as a growing tech hub, so much so that by 2012 it ranked No. 1 for digital media performance by *Business Facilities* magazine. As GE Capital was conducting a nationwide evaluation of locations, LED created a customized incentive package to address the needs of the company.

To facilitate a pipeline of highly trained graduates who could take on key roles for the company, the state committed \$5 million over 10 years to fund expanded computer science programs at the University of New Orleans and other campuses. Louisiana also offered the services of LED FastStart® to begin the process of identifying the best talent for GE Capital. FastStart ultimately provided customized workforce development solutions to identify and recruit talent, including the creation of recruiting videos and design of a website landing page showcasing the lifestyle and cultural attractions of New Orleans.

The state offered a \$10.7 million performance-based grant to GE Capital to reimburse costs associated with relocation, recruitment, office refurbishment, lease expenses and office equipment. Additionally, GE Capital qualified for the state’s Quality Jobs Program, which provides up to a 6 percent annual rebate on new payroll for up to 10 years. In February 2012, officials announced the creation of a new GE Capital IT Center of Excellence in New Orleans.

GE Senior Vice President and General Counsel (2005-2015) Brackett Denniston said, “When selecting a location for a center of this importance, we considered many attractive options across the country. Louisiana rose to the top of our list because of the advantages it offers in terms of talent, infrastructure, location and environment. We are proud to be bringing this state-of-the-art facility to one of America’s signature cities in a state committed to growth. We look forward to building on GE’s already strong presence in Louisiana with these high-wage, highly skilled jobs. This center will be an important resource for GE Capital and the New Orleans community.”

FastStart’s recruiting services proved successful. At the dedication of the Technology Center in April 2013, GE officials announced they were ahead of their hiring schedule. FastStart developed many resources for GE Capital, such as customer video scenarios covering professional development topics, the creation of a unique identity for the New Orleans site, and the design of social media-based recruiting campaigns.

GE Capital partnered with FastStart and the University of New Orleans computer-engineering staff to create the Software Engineering Apprenticeship Program, or SWEAP. Students in SWEAP attend classes linked to GE Capital’s computer science needs, gaining work experience, mentoring and industry training. Launched in January 2014, the program began with 15 students and grew to 40 by the end of 2015. Once finished with their undergraduate course work, students will be able to pursue IT certifications through GE Capital, and some will be hired as apprentices.

By late 2015, parent company GE had formulated plans to divest many of its GE Capital holdings,



“LOUISIANA ROSE TO THE TOP OF OUR LIST BECAUSE OF THE  
ADVANTAGES IT OFFERS IN TERMS OF TALENT, INFRASTRUCTURE,  
LOCATION AND ENVIRONMENT.”

- BRACKETT DENNISTON, SENIOR VICE PRESIDENT AND GENERAL COUNSEL (2005-2015), GE

thus opening the door to new possibilities for the strong technology hub it had created in Louisiana. Today, the reconfigured GE Digital Solutions Technology Center in New Orleans occupies 60,000 square feet of office space in the New Orleans Central Business District

and is home to approximately 250 high-quality technology professionals. Over time, GE will pursue a commercial strategy of redeploying the New Orleans center to serve the software needs of industrial customers in the electric power, water, oil and gas, and other segments. **EQ**



# CAMERON LNG

Cameron LNG is a new liquefaction processing complex and liquefied natural gas export terminal situated on an industrial-zoned site along the Calcasieu Channel in Hackberry. It is located 18 miles from the Gulf of Mexico and within 35 miles of five major interstate pipelines.

Louisiana’s highly ranked business climate and an abundance of affordable natural gas helped attract a \$10 billion investment in Cameron Parish to build the facility. Cameron LNG, which broke ground on its latest \$6 billion phase in October 2014, is a joint venture owned by affiliates of Sempra Energy, Engie (formerly GDF Suez), Mitsui & Co. Ltd. and Japan LNG Investment LLC, the latter a joint venture formed by affiliates of Mitsubishi Corp. and Nippon Yusen Kabushiki Kaisha.

The Cameron LNG project will retain 60 existing jobs and create 140 new direct jobs, with salaries averaging \$80,000 per year, plus benefits. Louisiana Economic Development estimates an additional 657 new indirect jobs will result in Southwest Louisiana and surrounding parishes, with the development of the new LNG facilities expected to generate 3,000 construction jobs in the region.

Completion of all liquefaction facilities and the launch of full operations at the Cameron LNG site will occur by 2019. Initial LNG shipments will begin by the end of 2017, with additional liquefaction facilities coming online in 2018 and 2019, when the site will be capable of producing 12 million metric tons per annum. The company is expected to utilize Louisiana’s Quality Jobs

LOUISIANA’S HIGHLY RANKED  
BUSINESS CLIMATE AND AN  
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THE \$10 MILLION INVESTMENT  
IN CAMERON PARISH.



and Industrial Tax Exemption programs as it hires employees and places the capital project in service. **EQ**



# AAR

**W**ith more than 6,000 employees at 60 global locations, AAR sought to expand its Maintenance, Repair and Overhaul — or MRO — business in 2013 due to client demand. Chennault International Airport in Lake Charles featured a \$21 million, 112,000-square-foot MRO facility, and one of the airport tenants was in the midst of relinquishing its lease. Eager to tap into the region's skilled MRO workforce, AAR agreed to lease the space and absorb approximately 250 jobs from the exiting tenant.

A Top 100 defense contractor, AAR serves the nation's largest commercial airlines, cargo carriers, and militaries of the U.S., U.K., Japan and others. The sophisticated aerospace assets at Chennault International Airport provided an excellent match for the services AAR clients required.

To ensure Louisiana provided ample talent, the state committed \$3.7 million to create a national Aircraft MRO Center of Excellence at nearby

SOWELA Technical Community College. The MRO Center of Excellence will not only support existing talent in the aviation industry, but also provide a pipeline of talent for the future, supporting AAR and other MRO providers in the area.

To further enhance recruiting and training efforts for AAR, the state offered the comprehensive solutions of its LED FastStart® workforce development program. In October 2014, AAR occupied the MRO space at Chennault, where it will create 500 new direct jobs. The facility provides the company with the capacity to service the world's largest contemporary aircraft and wide-body aircraft. With AAR ranking as the largest aircraft MRO organization in North America and the third-largest in the world, Chennault anticipates significant growth in jobs and commerce at the site. **EQ**



**F**rom supporting NASA projects at the dawn of the space race to protecting organizations from virtual threats, CSC continues to provide next-generation information technology services to a global clientele while consistently driving change in the IT industry. CSC technology centers lower costs, optimize performance and develop innovative solutions that support the company's IT and customer portfolio.

Founded in 1959 as Computer Sciences Corporation, CSC now employs 80,000 professionals serving corporate and government customers in more than 70 countries.

In 2013, CSC officials began exploring new facility options for a next-generation technology center. The company hired a consulting firm to complete a national site selection search of 134 potential locations around the country.

Louisiana's Cyber Innovation Center (CIC) in Bossier City piqued CSC's interest. CIC operated the National Cyber Research Park, which sought an anchor tenant for the 3,000-acre campus in Northwest Louisiana. CSC originally planned a smaller expansion — fewer than 300 employees — but State of Louisiana and CIC leaders developed a proposal to maximize the company's planned investment.

Louisiana committed funding for a 116,000-square-foot, next-generation technology center and additional incentives to generate new tech talent. In addition, local governments would support the larger facility with data-center infrastructure. With the National Cyber Research Park's close proximity to Barksdale Air Force Base, recently discharged service men and women would supply part of a workforce skilled in software development, application modernization and other technology roles. The military

component was an important consideration for CSC, which is dedicated to hiring veterans, wounded warriors and military spouses.

CSC announced its selection of Louisiana in February 2014 and soon occupied 40,000 square feet within the Cyber Innovation Center as a temporary location. In September 2014, CSC broke ground on the next-generation technology center at the National Cyber Research Park campus, with the intent to fill 800 jobs during its first four years in Louisiana.

To further support a pipeline of talent for CSC, the state committed \$14 million over 10 years for expanded higher education programs designed primarily to increase the number of annual graduates in computer science and related fields. Of the \$14 million, at least 65 percent will be provided to Louisiana Tech University to quadruple the total number of undergraduate degrees awarded annually in computer science, computer information systems and cyber engineering over the next five to six years, not including advanced degrees. That growth is expected to place Louisiana Tech among the nation's Top 20 schools for the number of computer science bachelor's degrees awarded annually by an engineering school, with a No. 1 national ranking anticipated for cyber engineering.

CSC also will receive the services of the LED FastStart® workforce training program and is expected to utilize the state's Digital Interactive Media and Software Development Incentive and the Quality Jobs Program. The landmark project will rank as one of the largest technology projects in Louisiana history upon its completion in early 2016. On Nov. 30, 2015, a spinoff of CSC's federal IT services unit combined with SRA International to form a new company — CSRA — that includes the Louisiana operations formerly operated by CSC. **EQ**

THE NEXT-GENERATION TECHNOLOGY CENTER AT THE NATIONAL CYBER RESEARCH PARK CAMPUS, WHICH WILL BE OPERATED BY CSC SPIN-OFF COMPANY CSRA, WILL BE HOME TO 800 JOBS IN BOSSIER CITY.







# FOLGERS

In 2010, Folgers — a subsidiary of Fortune 500 firm, The J.M. Smucker Company — invested \$69 million in the expansion of its two existing Louisiana-based coffee production facilities in Orleans Parish and its distribution center in St. Tammany Parish. Specifically, Folgers retained 450 existing jobs and committed to the creation of 120 new direct jobs at an average annual salary of \$42,000, plus benefits. By 2015, the company had reached total employment of approximately 700 in the New Orleans area.

The Folgers New Orleans facilities, which opened in 1960, represent the company's largest production site. Combined, LED estimates the expanded facilities will generate \$17.2 million in new state tax revenue and \$4.9 million in new local tax revenue over a 10-year period, excluding corporate income taxes and local property taxes. LED and company representatives worked together to identify and pursue opportunities to increase the long-term competitiveness of the Folgers operations in the New Orleans area.

To secure the expansion, LED committed an incentive package that included a performance-based grant of \$3 million for relocation costs, a Modernization Tax Credit of \$2.1 million and a \$500,000 Economic Development Award Program grant for publicly owned infrastructure improvements. Folgers received the customized workforce solutions of LED FastStart® and utilized the Industrial Tax Exemption and Quality Jobs programs.

The New Orleans expansion project consolidated all the company's coffee production from out-of-state locations into Louisiana. At the time, the project not only provided a huge economic boost for the people of greater New Orleans, but it also marked the continued revitalization of the region and underscored the confidence that major companies were showing in the workforce and business climate of Louisiana. **EQ**

# DANOS

**F**or more than 60 years, Louisiana-based Danos has served as a strategic partner to oil and gas operators across the globe and has provided production asset management, from specialized workforce support to construction and fabrication.

With 1,100 employees based in Louisiana or working in offshore Gulf of Mexico operations linked with the company's Louisiana base, Danos is one of the major economic drivers in Louisiana's Bayou Region and a key contributor to global energy solutions, with 1,600 employees worldwide.

In 2013, Danos began looking to relocate its headquarters from a growth-constrained site in Lafourche Parish. The company ultimately selected a Terrebonne Parish site in the Houma metro area after an exhaustive search of potential locations along the Gulf Coast, including Alabama, Mississippi and Texas sites. In 2015, the company moved into its new \$10 million headquarters facility after opening a 120,000-square-foot manufacturing site in Amelia as an additional part of its expansion project.

At the new facilities, Danos will create 426 new jobs over the next three years as it leverages new deepwater oil and gas opportunities in the Gulf of Mexico, along with land-based and international energy growth opportunities.

LED estimates the Louisiana projects, with their combined \$30 million capital investment, will result in an additional 871 new indirect jobs, for a total of nearly 1,300 new jobs in the state. Of the 426 new direct jobs, 326 will be at the headquarters site with salaries averaging \$75,000 per year, plus benefits. The remaining 100 new direct jobs will be created at the manufacturing site with salaries averaging \$65,000 per year, plus benefits.

The company's expansion project also retained 400 existing land-based jobs in Louisiana and created 200 construction jobs. Danos will retain some fabrication operations at its former headquarters site in Larose, where the company has operated since its 1947 founding in Lafourche Parish. **EQ**



# DOW

**T**he Dow Chemical Company has a 60-year history in Louisiana, with six operations that support 6,000 direct and contract jobs in the state, representing a direct annual payroll of \$312 million.

The company is completing a \$1.06 billion investment in two new polyolefins plants — one for producing next-generation synthetic rubber and another for high-performance polyethylene — and capital upgrades to its ethylene capacity at the company's 3,300-acre site in Plaquemine. The new plants will increase the supply of chemicals for Dow's Performance Plastics unit, with applications in adhesives, sporting goods, diaper components, automotive interiors and exteriors, carpeting, home furnishings and personal care products.

The project retains the 1,380 existing workers employed directly by Dow and will create 71 new direct jobs with an average annual salary of more than \$49,000 per year, plus benefits. LED estimates the project will result in an additional 470 new

indirect jobs, for a total of 541 new jobs.

The Dow project is creating 1,200 construction jobs as well as 150 permanent new contractor jobs to support the expansion. LED began discussing the Plaquemine expansion project with Dow in February 2013. To secure the project, Louisiana provided Dow with a \$2.84 million Modernization Tax Credit, to be claimed over five years, and the comprehensive solutions of the



**DOW'S INVESTMENT OF  
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LED FastStart® workforce training program. In addition, Dow is expected to utilize the state's Quality Jobs and Industrial Tax Exemption programs upon completing the expansion project near the end of 2016. **EQ**



# CHIQUITA BRANDS

**C**hiquita Brands International Inc. is a leading international marketer and distributor of high-quality products, such as fresh fruits, green salad blends and other healthy snacks. In the mid-1970s, after more than seven decades in New Orleans, the company relocated its shipping operations from the Port of New Orleans to the Port of Gulfport in Mississippi.

In May 2014, the company returned to the Port of New Orleans with plans to ship 60,000 to 78,000 containers per year, boosting overall port container volume by 15 percent. A Louisiana State University economic impact study estimated the project will result in 270 to 350 new permanent jobs in New Orleans – based upon the range of cargo shipped – and an increase in total economic output of \$373 million to \$485 million over the next 10 years.

In addition, port officials confirmed New Orleans has received more Chiquita export business than anticipated – such as clothing, tools and machinery for operating a farm and harvesting bananas. To secure the project, the State of Louisiana provided Chiquita a performance-based incentive of \$16.70 per 20-foot container (with a maximum payment of \$1.302 million in each project year) to offset increased shipping and handling costs. The project will strengthen Louisiana and New Orleans ties to Central America while improving shipping services between the destinations. The Chiquita project also strengthens the reputation of New Orleans as a premier port for handling temperature-sensitive cargo. **EQ**







# BENTELER STEEL/TUBE

In 2011, Germany-based Benteler Steel/Tube was exporting more than 25 percent of its steel tube production to the United States. The high concentration of export volume presented the company with a new opportunity to more effectively deliver its product to customers.

Company executives made the strategic decision to expand operations into North America and build their first hot-rolling tube mill in the U.S. The company evaluated locations across the U.S.,

examining more than 100 sites in 13 states. Benteler sought a location with the necessary qualities for such a large investment: a location with access to waterways and interstates, and sustained support from the region in which it would invest. Most importantly, the company required a talented workforce familiar with manufacturing processes to support the proposed investment.

Louisiana was well-equipped to provide a competitive location for Benteler, with state and

# LOUISIANA'S STRATEGIC LOCATION ALLOWED BENTELER TO SHIP ITS PRODUCTS EASILY TO REGIONS ALONG THE RED RIVER.

local officials identifying an ideal location at The Port of Caddo-Bossier in Northwest Louisiana. Located on the Red River, the site would allow Benteler to ship products easily to core markets in Texas and the Midwest. In addition, the Red River Waterway Commission, The Port of Caddo-Bossier and the Caddo Parish Commission agreed to contribute a combined \$11.6 million for infrastructure improvements to support a new facility at the port.

To address the company's crucial workforce needs, the state offered the services of the LED FastStart® workforce training program. Additionally, state officials partnered with the Greater Bossier Economic Development Foundation, the City of Bossier and the Bossier Parish Police Jury to facilitate construction of a new \$22 million advanced manufacturing training facility to support a pipeline of talent for Benteler.

Benteler broke ground on the nearly \$1 billion project in September 2013, and operations began at the site on Aug. 1, 2015. The site will include a seamless steel tube mill and a second-phase steel mill. Both phases represent a combined 1.35 million square feet and sit on 330 acres at the Caddo-Bossier port. Thus far, 250 employees are on the payroll, with a ramp-up to approximately 550 planned over 2016 as full commercial production gets underway. The second phase of the project —

to build a steel mill and casting facility — will add 200 to 250 workers.

The 65,000-square-foot Center for Advanced Manufacturing and Engineering Technology emerged from the partnership between Louisiana officials and Benteler leadership upon the initial announcement. The center was dedicated in October 2014 and immediately began to support the training efforts for Benteler manufacturing projects in Shreveport. The center features specialized equipment focused on manufacturing technology and designed to specifically support manufacturing skills training needed by Benteler. At the center, Benteler trains workers on a mock steel-tube rolling station that simulates production in the Shreveport facility. Benteler can accommodate more than 220 employees at one time in the technical training space.

Bossier Parish Community College faculty led the training, along with officials from LED FastStart, Benteler and specialized vendors. Once Benteler's primary needs are met, the facility will serve other area manufacturers and act as a regional hub for advanced manufacturing support and training.

For Bossier Parish Community College, the new training facility serves students in the college's Division of Technology, Engineering and Mathematics while supporting certification programs that target manufacturing skills. **EQ**



**L**aunched in a basement with one phone and a single client, CGI today stands as the fifth-largest independent information technology and business process services firm in the world. In 1976, 26-year-old entrepreneurs Serge Godin and André Imbeau founded CGI and guided the company to significant growth in its first decade. As CGI consulted with clients, it pioneered the outsourcing of many IT functions. This trend prompted CGI to evolve into a consulting and systems integration company, and in 1986 it began the process of acquiring companies that specialized in related projects.

With operations in 40 nations and employment of 68,000 today, CGI's growth strategy and attention to technology trends solidified the company as a global leader. In the past decade, the company began investing in onshore delivery centers in the U.S. Many current CGI clients pushed for domestic locations, and federal agencies stipulated their work be completed within the country. Domestic work also provided a higher level of security for customers in the healthcare and finance industries. By 2012, CGI had invested in sites in Texas, Virginia and Alabama. The onshoring trend continued, and opportunities emerged for CGI to better position itself for new clients.

Louisiana Economic Development began working with CGI in July 2012 to make the case for a CGI investment in Louisiana, presenting the company with options across the state. With a major university, Lafayette provided a pipeline of talent for new technology projects, and the Lafayette Regional Airport offered the opportunity for prospective new clients to fly into the region to meet the partners who would create their products. In April 2014, CGI announced its selection of

Louisiana for a new 400-job technology center at the University of Louisiana at Lafayette (UL Lafayette) Research Park. The State of Louisiana secured the project, in part, with a \$4.5 million higher education initiative over 10 years to be led by UL Lafayette. As part of the initiative, the university will triple the number of annual computer science graduates produced in its School of Computing and Informatics, thereby providing a consistent pipeline of talent for CGI and placing UL Lafayette among the Top 25 programs nationally for the annual number of bachelor's degrees awarded in the field. Additionally, CGI leaders will have the opportunity to collaborate with UL Lafayette faculty to develop curriculum tailored to CGI's projects. The state also committed a \$13.1 million performance-based grant to fund the construction of a 50,000-square-foot, state-of-the-art facility at the UL Lafayette Research Park, to be leased by CGI. The new facility will serve as the company's showcase product development building, an advanced center to host potential clients and to demonstrate the work of CGI employees in real-time.

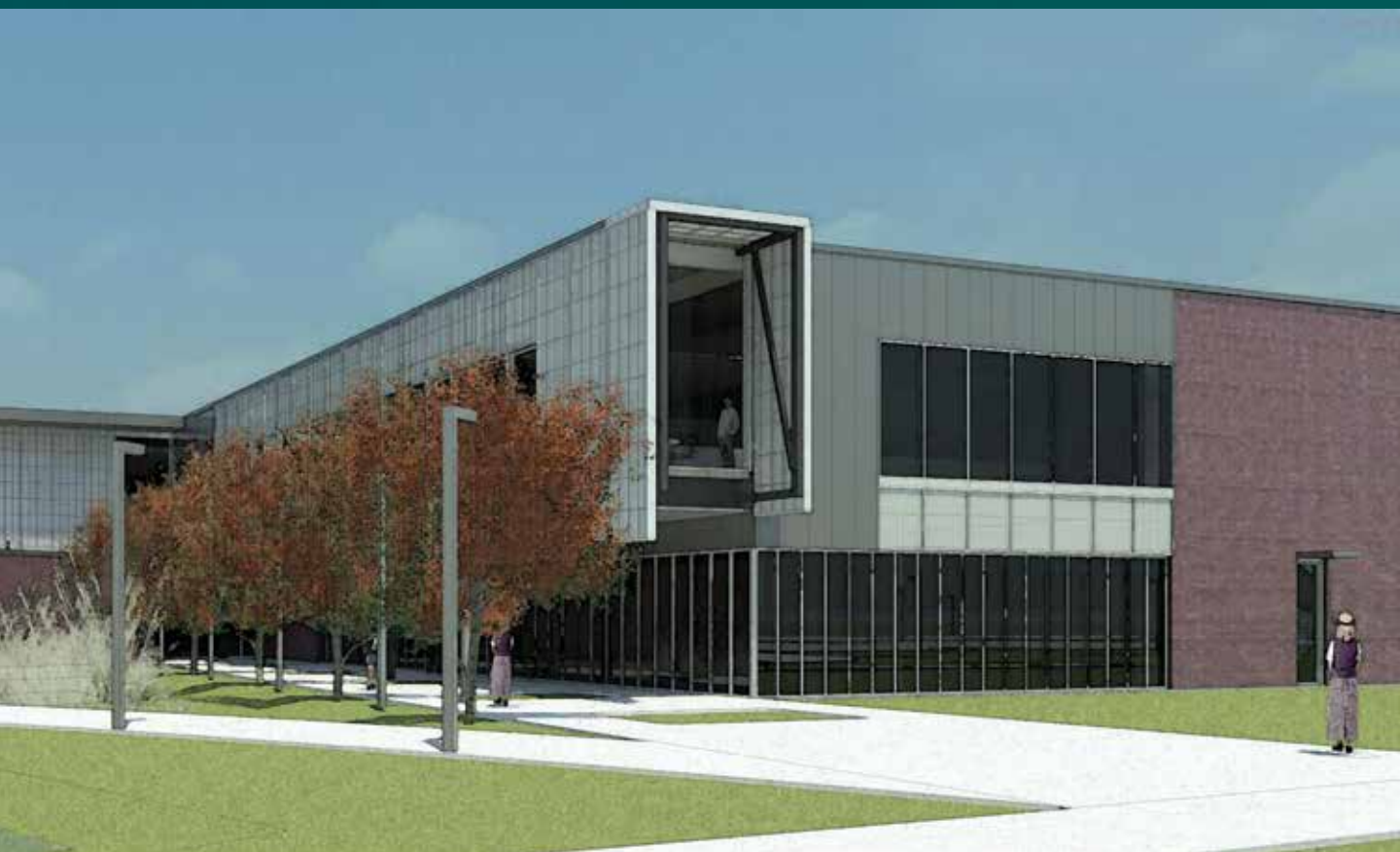
The technology project, with the research park facility now under construction, will create 400 IT jobs and generate an economic impact of more than \$90 million annually over the next five years, according to company estimates. In addition to the partnership with the State of Louisiana, UL Lafayette and the Lafayette Economic Development Authority, CGI will receive the customized workforce solutions of LED FastStart® for employee recruitment, screening and training. An estimated 100 company employees will work on projects that will qualify for the state's Digital Interactive Media and Software Development Incentive.

“Our partnership with Lafayette represents a groundbreaking model for CGI — bringing together the local community to identify opportunities for innovation that can be applied globally, while tapping the talent and resources of

Louisiana,” said Dr. James Peake, a CGI executive. “As a continuation of our relationship with the state, this partnership will serve as a model of corporate-community cooperation for keeping technology jobs in America.” **EQ**

“OUR PARTNERSHIP WITH LAFAYETTE REPRESENTS A GROUNDBREAKING  
MODEL FOR CGI — BRINGING TOGETHER THE LOCAL COMMUNITY TO IDENTIFY  
OPPORTUNITIES FOR INNOVATION THAT CAN BE APPLIED GLOBALLY...”

- DR. JAMES PEAKE, SENIOR VICE PRESIDENT, CGI FEDERAL





# GARDNER DENVER

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In 2009, Gardner Denver Inc. announced tentative plans to consolidate two of its production plants into one. The plants, one in Sheboygan, Wisconsin, and the other in Monroe, manufactured Thomas-brand products for the company's Gardner Denver Thomas subsidiary. The products included pumps and compressors used in medical and pharmaceutical equipment, automobiles, food processing equipment and more. The facilities in Monroe and Sheboygan had similar production and machining lines, but the Sheboygan facility was much larger than Monroe.

Company officials were evaluating a consolidation to either Monroe (about 70 employees at the time) or the Sheboygan facility (about 300 employees at the time), but given Sheboygan's size, they determined it would be easier to consolidate the two locations in Wisconsin.

By shuttering the plant in Monroe, the company would eliminate 70 jobs in Louisiana. Louisiana Economic Development quickly dispatched its Business Expansion and Retention Group (BERG) to make a case for Louisiana. Gardner Denver leadership was receptive to the BERG team, but if the company was to move the Sheboygan operations to Monroe, it needed assurance of finding and quickly training the skilled workforce needed for new manufacturing positions in Louisiana. Additionally, for a move from Sheboygan to Monroe to be successful, the company required additional support to disassemble and reassemble its production lines.

Coordinating with local officials, LED crafted a competitive incentive package that included a \$193,000 grant to Louisiana Delta Community College to train certified manufacturing specialists. The grant provided Gardner Denver with the opportunity to work with school

administrators to craft the necessary training for a potential workforce pool. The incentive package also included the services of LED FastStart®, which would provide a training program tailored to the specifications of Gardner Denver's processes.

The Monroe community also contributed to the incentive package. Gardner Denver's manufacturing building was owned by the City of Monroe, so Monroe officials joined with those in the parish to provide funding for an 81,000-square-foot building expansion with a discounted lease rate. Additionally, if the company agreed to the provisions of the incentive package and consolidated the Wisconsin facility into the Monroe location, LED would provide Gardner Denver with a performance-based grant of \$8.7 million for relocation of equipment and key personnel.

Gardner Denver officials agreed to consolidate both facilities at the Monroe location. In August 2009, the company broke ground on the Monroe expansion and announced it would retain the 70 jobs already in place while creating more jobs at the Monroe facility. LED adhered to its end of the agreement and dispatched FastStart leaders to support the transition from Sheboygan to Monroe. FastStart representatives traveled to Sheboygan and observed, monitored and documented the work of the 15 product lines that would be moved to Louisiana.

The biggest challenge was transporting equipment and operations 1,000 miles across five states from Wisconsin to Louisiana. FastStart provided real-time support to ensure a seamless move, monitoring the transport of equipment on its journey to Louisiana.

To address the company's workforce needs, FastStart conducted a highly successful job fair. Additionally, FastStart produced guidelines to



## REAL-TIME EQUIPMENT TRANSFER SUPPORT AND WORKFORCE TRAINING HELPED ENSURE A SEAMLESS TRANSITION FOR GARDNER DENVER.

be used on the production floor. It provided assistance with recruiting, training, and quality assurance to fit the company's consolidation plans. When the company broke ground on its expansion in Monroe, FastStart already had delivered 4,800 hours of customized training

for Gardner Denver. In 2011, two years after the groundbreaking, Gardner Denver had a fully trained staff of approximately 300 to operate its plant in Monroe. **EQ**

# PROCTER & GAMBLE

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Since 2005, Procter & Gamble has more than doubled capacity at its Pineville fabric care facility, where it produces consumer mainstays such as Tide, Cheer, Gain and Dreft laundry detergents. The site, which opened in 1969, covers nearly 1 million square feet under roof on 112 acres and includes a \$128 million expansion completed in 2012 to bring Tide Pods production to market.

P&G's capital investment enabled the company to reconfigure the Pineville plant to deliver the Tide Pods all-in-one capsule of detergent, stain remover and brightener. The expansion created 105 new direct jobs and 567 new indirect jobs. The new jobs paid an average starting salary of \$42,000 a year, and Procter & Gamble retained nearly 400 existing P&G jobs with the expansion. P&G utilized the state's Quality Jobs and Industrial Tax Exemption incentive programs as part of the major expansion. Later in 2012, P&G announced the creation of an additional 50 jobs at its Louisiana manufacturing operations, with the movement of dry laundry production from Augusta, Georgia, to Pineville.

Today, P&G's Pineville operations employ approximately 600 people in Central Louisiana, and the growth of the P&G site has aided accompanying growth by suppliers in the greater Alexandria area.

Packaging vendor PaperWorks relocated carton-finishing operations from New York to Alexandria and invested \$1.6 million to renovate an existing industrial building for 43 new direct jobs. To secure the project, Louisiana offered the

THE GROWTH OF P&G'S SITE  
IN CENTRAL LOUISIANA  
HAS AIDED ACCOMPANYING  
GROWTH BY SUPPLIERS.

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company a competitive incentive package that includes a \$125,000 award from the state's Economic Development Award Program. Also, P&G supplier Plastipak Packaging expanded its capacity with a \$9 million capital investment that will increase production capacity in the first quarter of 2016, adding 20 new positions to its existing 205 jobs in Pineville. Both companies are utilizing LED FastStart® and the state's Quality Jobs and Industrial Tax Exemption programs. **EQ**



# RONPAK

**R**onpak Inc. is a leading manufacturer of custom-printed paper bags, packages and wraps for the food and pharmaceutical industries. Since Ronpak's founding in 1947, the company has constantly developed new products to meet customer demand, which often means working closely with Ronpak's packaging sites to develop new products that have innovative properties.

Today, Ronpak produces an extensive assortment of carry-out paper bags, portion-control bags and food wraps with a huge range of choices for such clients such as McDonald's, Target, Safeway, CVS, Sony Pictures and many more.

In 2012, the company opened a \$16.8 million paper goods manufacturing plant in Shreveport that created 175 jobs and joined the company's additional manufacturing locations in New Jersey and California.

The company cited support and incentives from state and regional economic partners, as well as the quality workforce available in Shreveport, as major reasons for selecting the city. Impressed by its Louisiana experience, Ronpak relocated its

corporate headquarters a year later from New Jersey to The Port of Caddo-Bossier in Shreveport, creating 100 additional new jobs.

The company's headquarters is housed in a new 155,000-square-foot manufacturing and office facility. By 2018, it projects employment of 275 people in Shreveport with an average annual salary of more than \$40,500, plus benefits. LED estimates that those direct jobs also will result in 783 new indirect jobs, leading to a total of more than 1,000 new jobs in the state.

To secure the project, LED offered Ronpak a \$3.55 million performance-based grant for capital equipment purchases at the new manufacturing plant in the original announcement. For the headquarters relocation and manufacturing expansion, the state provided Ronpak a performance-based grant of \$2.25 million to offset additional equipment costs and a performance-based grant of \$900,000 to offset leasing or financing costs related to the headquarters. Ronpak also utilized Louisiana's Quality Jobs, Industrial Tax Exemption and LED FastStart® programs. **EQ**



# GLOBALSTAR

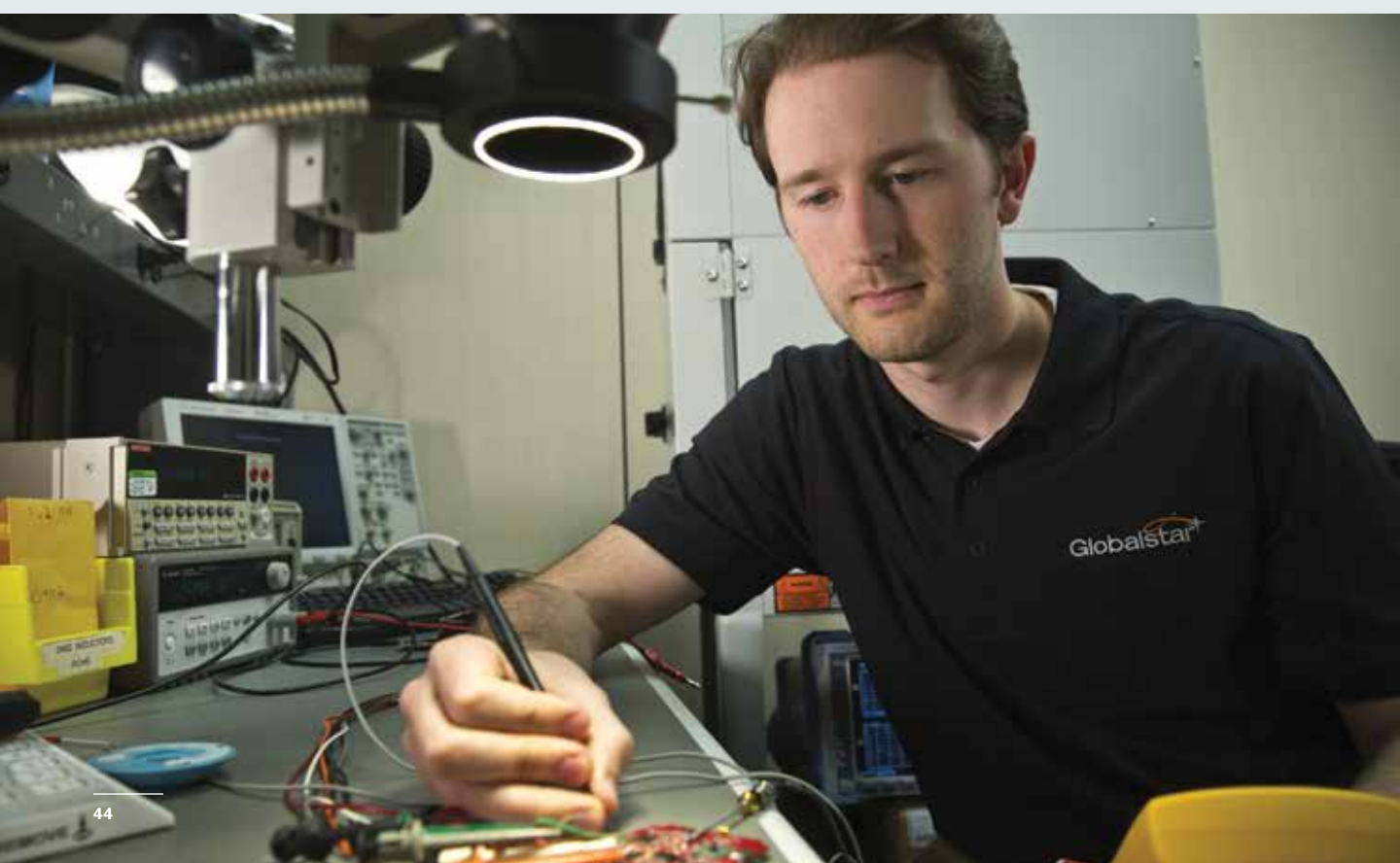
**G**lobalstar Inc. offers high quality, low-cost satellite voice and data services to commercial and recreational users in more than 120 countries around the world. One of only a limited number of companies in the world that actually owns its constellation of satellites, Globalstar recently has invested more than \$1.2 billion in procuring and deploying a second generation of more modern satellites. Moreover, Globalstar is the world's first low-earth-orbiting, global-satellite voice and data company that is on track to deliver and deploy a second-generation satellite constellation, giving the company a significant advantage over its competitors.

In 2010, after considering a variety of locations in other U.S. states and Canada, Globalstar announced the relocation of its corporate headquarters to Covington from Milpitas,

California. Additionally, Globalstar relocated a variety of other global business functions to Covington, including product development, finance, accounting, sales, marketing, corporate communications and customer care.

To secure the headquarters relocation, Louisiana Economic Development committed a \$4.4 million performance-based grant to Globalstar for the reimbursement of relocation costs and a \$3.7 million performance-based grant to offset facility costs for Globalstar's new headquarters and research and development operations in Covington. Through LED FastStart®, LED provided customized workforce support to Globalstar, including assistance with employee recruitment, screening, training development and training delivery.

By 2011, Globalstar exceeded employment of



100 at its Louisiana headquarters and affiliated operations. The company expects to reach a total of 593 jobs with an average salary of \$72,000, plus benefits, by 2020. LED estimates the direct new jobs will result in the creation of approximately 800 new indirect jobs, for a total of roughly 1,300 new direct and indirect jobs in Louisiana.

As it develops software critical to the deployment of its mobile satellite communications products, Globalstar is utilizing Louisiana's Digital Interactive Media and Software Development Incentive, worth up to 25 percent of certified development expenditures and up to 35 percent when applied to Louisiana-based payroll expenditures. Globalstar continues to receive assistance from the LED FastStart program, the nation's top-ranked state workforce development program.

"Relocating to Covington will help dramatically reduce our operating costs as we execute our next-generation strategic initiatives," Globalstar Chairman and CEO Jay Monroe said. "We are

positioning Globalstar for long-term success by lowering our cost of operations, improving revenue growth and speed to market for new products through vertical integration and through the introduction of new and innovative products developed in Louisiana. The Gulf Region boasts much lower taxes and employee cost of living compared with our former home in Silicon Valley. Combined with the work ethic and resourcefulness of the state's workforce, you have an extremely attractive environment for innovative global companies such as ours."

With its relocation decision in 2010, Globalstar entered the state at the vanguard of a rapidly growing trend of software development, digital media and IT companies choosing Louisiana for major new technology operations. The tech sector now is Louisiana's fastest-growing industry, buoyed by such expanding employers as CenturyLink, IBM, CSRA, CGI, EA, Gameloft, GE, High Voltage Software and others. **EQ**

**"THE GULF REGION BOASTS MUCH LOWER TAXES AND  
EMPLOYEE COST OF LIVING COMPARED WITH OUR FORMER  
HOME IN SILICON VALLEY."**

**- JAY MONROE, CHAIRMAN AND CEO, GLOBALSTAR**

# ELECTRONIC ARTS

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**E**A, or Electronic Arts, is one of the world's leading interactive entertainment software companies and is the creator of some of the planet's most recognizable video game franchises, including The Sims™, Madden NFL, FIFA Soccer, Mass Effect™ and Dragon Age Inquisition, the winner of more than 130 Game of the Year awards in 2014. Baton Rouge has been a part of the company's growth and success since 2008.

In 2006, EA sought to reduce the number of its quality assurance sites by centralizing software testers in a single facility where employees would fine-tune a wider variety of games. EA sought an area with a concentration of talent that ideally possessed a familiarity with gaming systems and software, combined with computer technology and software development skills. Prospective employees would need the necessary training to meet EA's high standards for quality assurance. The company also required a state-of-the-art facility capable of providing a location to test and analyze the company's new products.

To fulfill EA's need for talent, Baton Rouge offered a unique advantage with the talent pool available at Louisiana State University (LSU) and the potential for collaboration with different university programs. LSU offered to renovate a building on its South Campus for the project, with the commitment that the university would construct a state-of-the-art facility on LSU's main campus. In the permanent Louisiana Digital Media Center home, EA would share space with LSU's Center for Computation & Technology — a high-performance computing center engaged

in academic and business research — and with the LSU digital media program AVATAR, or Arts, Visualization, Advanced Technology and Research, which prepares students for the real-world intersection of creativity and technology.

EA went on to utilize Louisiana's Digital Interactive Media and Software Development Incentive, the strongest incentive of its kind in the nation, and quickly moved into the renovated facility on LSU's South Campus. The center carried significant part-time roles to tap into the talent pipeline of local college students and to accommodate their study schedules and lifestyles. Students made up roughly half of the employee roster. EA also benefited from the training services provided by the LED FastStart® workforce recruitment and training program.

FastStart designed a series of interactive training modules that utilize a gaming platform and incorporate game play into the training. The platform felt much more like "play" than "study," which was precisely the sort of format EA wanted to provide for its game testers.

Since the announcement, EA's presence in Baton Rouge continues to grow. In February 2013, the company moved into the newly constructed, 94,000-square-foot Louisiana Digital Media Center on the LSU main campus. Initially committing to 220 full- and part-time positions in 2008, EA has exceeded its commitment of an annual payroll of \$5.7 million, and now employs approximately 400 people, with employment reaching nearly 500 in peak testing months.

The Louisiana Digital Media Center and its diverse programs unite faculty from many disciplines and enable students to conduct research and complete projects in virtual environments. By

sharing the same facility, EA can collaborate with the academic programs and accelerate research that supports the work of its North American Test Center on the LSU campus. **EQ**

TO FULFILL EA'S NEED FOR TALENT, BATON ROUGE OFFERED A UNIQUE  
ADVANTAGE WITH THE TALENT POOL AVAILABLE AT LSU AND POTENTIAL FOR  
COLLABORATION WITH UNIVERSITY PROGRAMS.





# NUCOR

**F**ounded in 1940, Nucor produces more U.S. steel than any other company and maintains a commitment to high-quality, profitable steel products. Nucor planned a multiphase iron and steel project to help achieve its long-term goal of increasing control over its raw materials supply.

The company began evaluating potential sites during 2006 that included the Convent community in Louisiana, located on the Mississippi River with favorable port access about halfway between Baton Rouge and New Orleans. Nucor’s plans included a direct reduced iron facility, which uses direct reduction technology to convert natural gas and iron ore pellets into high-quality DRI — the raw material used by Nucor’s steel mills. The planned DRI facility would have an annual output of 2.5 million tons of iron.

A Louisiana Economic Development team met with officials from the state’s Department of Environmental Quality to address the company’s

permitting needs in an effective manner. Louisiana has developed an expedited environmental permit-processing program that enables the state to issue permits in a more expeditious manner than other states in the country. After considering

international sites, Nucor made a final site selection of Louisiana and broke ground on the Convent site in March 2011.

LED FastStart® assisted Nucor in identifying the right talent and in preparing for operation of the new equipment at the facility. Louisiana offered Nucor performance-based grants of up to \$160 million contingent on the company completing five phases totaling

\$3.4 billion in capital investment and 1,250 direct jobs. In March 2014, company and state leaders dedicated Nucor’s first-phase, \$750 million DRI facility. By mid-2015, Nucor exceeded its first-phase target of 150 jobs with employment of more than 165. Upon its dedication, the DRI plant had achieved the highest performance of any standalone DRI site in the world. **EQ**

## NUCOR

LED FASTSTART ASSISTED NUCOR  
IN IDENTIFYING THE RIGHT  
TALENT IN PREPARING FOR  
OPERATION OF THE COMPANY’S  
NEW FACILITY IN CONVENT.

# CONAGRA FOODS LAMB WESTON

**T**o meet the growing consumer demand for sweet potatoes, Lamb Weston, a subsidiary of Fortune 500 company ConAgra Foods Inc., developed plans for a large-scale facility dedicated to high-quality, frozen sweet potato products. With a long history of growing sweet potatoes and enhancing production through research, Louisiana proved to be an ideal location for Lamb Weston's new facility. Louisiana Economic Development aided the project by partnering Lamb Weston researchers with agricultural specialists from the LSU AgCenter Sweet Potato Research Station in Northeast Louisiana.

With construction beginning in mid-2009, the company joined Gov. Bobby Jindal and local officials in dedicating the new 164,000-square-foot food processing facility in November 2010. In addition to providing 275 direct jobs upon opening, the site earned the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Platinum certification, becoming

the first frozen foods plant in the world to earn the LEED Platinum designation. A host of energy-saving measures installed at the site made the Lamb Weston facility 40 percent more efficient than a conventional plant, with the site winning best industrial project from Engineering News-Record in 2012 and green plant of the year from Food Processing magazine in 2011.

To support the development of the local workforce, LED FastStart® created a customized employee recruitment, screening and training package for Lamb Weston. The State of Louisiana provided Lamb Weston with a \$32.4 million performance-based grant from its Mega-Project Development Fund.

Lamb Weston embarked on a second phase of the Delhi food processing plant that expanded the company's capital investment commitment from \$156 million to \$211 million and will increase its job commitment to an eventual 500 direct jobs. **EQ**



# SASOL

**S**asol Limited is an international integrated energy and chemical company that leverages the talent and expertise of more than 32,400 people working in 37 countries. Sasol develops and commercializes technologies, and builds and operates world-scale facilities to produce a range of high-value product streams, including liquid fuels, high-value chemicals and low-carbon electricity.

In 2011, Sasol announced plans for major new gas-to-liquids and ethane cracker complexes at its existing facilities in Westlake, near Lake Charles. Sasol continues to pursue the GTL complex and anticipates a final investment decision at a later date. Meanwhile, the company made a final investment decision to develop the ethane cracker and six associated chemical manufacturing plants in October 2014, with construction beginning in conjunction with a March 2015 ground breaking event.

That world-scale project, with \$8.1 billion in formal capital spending, will roughly triple Sasol's chemical production capacity in the United States. Sasol will create 500 new direct jobs with an average annual salary of \$88,000, plus benefits, as permanent positions associated with the ethane cracker complex. Louisiana Economic Development estimates the project will result in another 2,395 new indirect jobs, and the company estimates 5,000 construction jobs will be generated by the project during the next several years. Beyond the \$8.1 billion capital investment, Sasol will spend \$800 million for infrastructure improvement, land acquisition and utility improvement costs at the site.

"By the time construction is complete in 2018, Sasol's investment will total almost \$9 billion, making it one of the largest investments in

our company's history," said Steve Cornell, Sasol's executive vice president of international operations. "Along the way, we'll create more than 5,000 construction jobs and more than 500 full-time positions, 200 of which have already been filled."

The ethane cracker complex will include six chemical derivatives plants and is expected to launch commercial production of ethylene in 2018. The complex was part of a larger project announced in December 2012 during the feasibility stage, with the other component being a large-scale, gas-to-liquids facility that would increase the total number of new direct jobs to more than 1,250.

Louisiana's role in cultivating the Sasol project began in early 2011, when it identified a 650-acre site near Sasol's existing Westlake facilities as optimum for the project's needs. To secure both the GTL and the ethane cracker complexes, Louisiana offered Sasol a performance-based grant of \$115 million for land acquisition and infrastructure costs associated with the facility. Sasol must develop the GTL complex to receive that incentive. The company also will receive the services of LED FastStart® workforce training program for both complexes. In addition, the GTL complex will qualify for Louisiana's new Competitive Projects Payroll Incentive while the ethane cracker complex will qualify for the Quality Jobs Program, with the payroll incentives applied for up to 10 years.

To support Sasol's workforce needs during construction and operations, the state is investing \$20 million for a new training facility and associated equipment focused on industrial technology at SOWELA Technical Community College in Lake Charles. LED broke ground on

that SOWELA Sasol Regional Training Center with company and college officials in October 2014. Finally, Sasol is expected to utilize the state's Industrial Tax Exemption Program for both the

ethylene and GTL facilities. Sasol has selected multiple Louisiana-based contractors to support construction of its ethane cracker and derivatives complex, representing a commitment of more than \$1 billion in contracts so far. **EQ**

## TO SUPPORT SASOL'S WORKFORCE NEEDS, LOUISIANA IS DEVELOPING A NEW TRAINING FACILITY AT SOWELA TECHNICAL COMMUNITY COLLEGE.





# CENTURYLINK

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**F**rom its headquarters in Monroe, CenturyLink ranks as the nation's third-largest telecommunications provider, a Fortune 500 company with Internet, TV, voice, data and cloud-based computing services. CenturyLink completed a series of strategic acquisitions that vaulted the firm from a regional telecom into a global telecommunications leader and an innovator in cloud infrastructure and hosted IT solutions for enterprise customers.

Following major acquisitions of Embarq and Qwest, Louisiana leaders convinced the company to retain and expand its Louisiana headquarters, with two projects that will add 1,150 new direct jobs, push CenturyLink's Louisiana-based annual payroll beyond the \$200 million mark, and grow Monroe-area employees to more than 2,600.

As part of those expansions, CenturyLink completed its new 300,000-square-foot Technology Center of Excellence in March 2015. Nearly doubling CenturyLink's existing headquarters space, the new technology center includes a technology research and development lab, a network operations center, executive briefing center, customer experience center and collaborative office and meeting space. CenturyLink hires a significant number of software developers who solve complex problems, create automation, and engineer new services, with the Technology Center of Excellence expected to drive development of innovative products and services throughout the company's operations.

“OUR HIGHER EDUCATION  
INSTITUTIONS COMBINED WITH  
JOB GROWTH AND OUR NATURAL  
AND HUMAN RESOURCES MAKE  
NORTH LOUISIANA AN ATTRACTIVE  
PLACE TO LIVE AND WORK.”

- GLEN POST, CEO AND PRESIDENT, CENTURYLINK

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To secure the headquarters expansion, Louisiana Economic Development offered the company a customized incentive package, including a performance-based grant of \$14.9 million toward the headquarters expansion. LED extended its funding of CenturyLink's telecommunications partnership with Louisiana Tech University to a total of \$2.1 million over seven years, a



higher education initiative begun with the prior expansion in 2009. Additionally, LED provided 150,000 square feet of discounted space in the state-owned Accent Building in Monroe through 2015, which provided swing space for CenturyLink staff during construction of the expanded headquarters facilities. CenturyLink also is utilizing the LED FastStart® program, as well as LED's Quality Jobs program.

"This is another landmark event in the evolution of Monroe's expanding economy," Monroe Mayor Jamie Mayo said about the company's Technology Center of Excellence dedication. "These new jobs and the partnership opportunities CenturyLink continues to create have made Monroe a destination for 21st century job seekers."

Innovation already is at work next-door to CenturyLink's headquarters. In February 2015, IBM officials announced the company will open a 400-job IBM Application Development and Innovation Center that will partner with CenturyLink and others on projects. The IBM center in Monroe will anchor a new 88-acre, mixed-use development employing smart-growth principles and will include a complementary mix of residential, commercial

and recreational usage options. The Monroe IBM center will provide CenturyLink and other clients with application development, application management and system integration services in areas such as analytics, security and mobile communications. That project will include a 10-year, \$4.5 million higher education initiative designed primarily to boost the number of annual graduates in computer science, cyber engineering, data analytics and related fields in Northeast Louisiana.

The innovative public-private partnerships support CenturyLink's technology investments and strategic growth initiatives in Louisiana. At the same time, they sustain a pipeline of high-tech talent through an exceptional education system, a highly ranked business climate and a growing technology corridor along Interstate 20.

"IBM is expanding in Monroe and CSC is growing in the Shreveport-Bossier area, which is also home to the Cyber Innovation Center and Barksdale Air Force Base," said CenturyLink CEO and President Glen Post. "Our higher education institutions combined with job growth and our natural and human resources make North Louisiana an attractive place to live and work." **EQ**

**OPPORTUNITY**

**MANUFACTURING ENTER**

**FOREIGN DIRECT  
INVESTMENT**



# Y: LOUISIANA

## RTAINMENT SOFTWARE

## ECT SMALL BUSINESS

## ENT AEROSPACE

**T**raditional and emerging industries are flourishing in Louisiana, owing in great measure to competitive advantages that include a highly productive workforce, a low state-and-local tax burden, world-scale infrastructure and logistics, and the nation's No. 1 state workforce development program. Beyond those fundamentals, the state continues to cultivate industry-specific strategies that are making Louisiana the new frontier for business opportunity. Here's a look at how key industry players are seizing that opportunity.





# MANUFACTURING

**L**ouisiana's advanced manufacturing renaissance continues, driven by a top-ranked business climate, highly skilled workforce and low operating costs for businesses.

For manufacturers, the state's business climate is especially favorable: Louisiana's state-and-local tax burden for new manufacturing projects — both labor-intensive and capital-intensive projects — are the lowest in the U.S., according to the 2015 Location Matters analysis performed by Tax Foundation and KPMG.

Manufacturers recognize such significant competitive advantages. Among multiple multibillion-dollar manufacturing projects in Louisiana during 2015, Formosa Petrochemical Corp. announced plans to develop an ethane cracker and downstream chemical plants in two phases, pending a final investment decision in 2016. The complete project would constitute a

\$9.4 billion capital investment, with 1,200 new direct jobs and an estimated 8,000 new indirect jobs associated with the project.

"We believe strategic growth in petrochemicals in the future will be in the U.S., especially in Louisiana," said company Chairman Bao-Lang Chen. "It is the right and perfect location for our company's next development base."

Projects coming to Louisiana will add helicopters, motorcycles and energy pellets to a manufacturing landscape that already makes products ranging from autonomous subsea watercraft for the oil and gas industry to commercial and military ships, railroad cars, and consumer products, such as laundry detergent and a diversified slate of fuels.

Since 2008, manufacturing represents the bulk of \$62 billion in new capital investment announced for



Since 2008, manufacturing represents the bulk of \$62 billion in new capital investment announced for economic development projects statewide.

economic development projects statewide, along with many of the 91,000 new jobs tied to those announcements. Joining notable earlier projects — such as Cheniere Energy’s \$18 billion investment in a Southwest Louisiana liquefied natural gas complex, Nucor’s eventual \$3.4 billion iron-and-steel complex in Southeast Louisiana, and Benteler Steel/Tube’s nearly \$1 billion investment in Shreveport — are the following 2015 developments:

- In March, EPIC Piping announced a 560-job advanced pipe fabrication facility and corporate headquarters in Livingston Parish, which will include a \$45.3 million capital investment.
- Sasol Ltd. broke ground in March 2015 on an \$8.1 billion capital investment to build an ethane cracker complex with 500 new direct jobs, an estimated 2,395 new indirect jobs and 5,000 construction jobs in the Lake Charles area.

- Shintech Inc. announced a \$1.4 billion expansion in April that will boost ethylene production and plastics manufacturing in Iberville and West Baton Rouge parishes, with over 750 new direct and indirect jobs and 2,100 construction jobs.
- In April, Air Products and Chemicals Inc. announced the completion of a \$1 billion investment in the world’s largest hydrogen pipeline network system, with four major hydrogen supply plants added at key Louisiana energy plants.
- In June, Monsanto announced a potential \$1 billion agrichemical expansion at its St. Charles Parish complex, where 645 existing jobs would be retained and over 500 new direct and indirect jobs would result.
- In July, Investimus Foris of Lithuania announced it would convert an idle biofuels plant into an ammonia-manufacturing complex in Grant Parish in Central Louisiana, with over 650 new direct and indirect jobs in a \$265 million project.
- In July, Finland’s Cajo Technologies chose New Orleans for its first U.S. plant — a high-tech facility providing automated laser-marking equipment for manufacturers.
- In September, Yuhuang Chemical broke ground on its \$1.85 billion methanol complex to be built in three phases in St. James Parish, with 400 new direct jobs, an estimated 2,365 new indirect jobs and 2,100 construction jobs.

In addition, many of Louisiana’s established manufacturers have seen surges in production and employment. In Alexandria, demand for railcars has increased employment at Union Tank Car’s state-of-the-art facility from 280 to 600 in recent years.

Strategic site-selection advantages have prompted other manufacturers to relocate to Louisiana, leading to another source of growth. Formerly based in New Jersey, custom packaging manufacturer Ronpak Inc. selected Shreveport for a new 155,000-square-foot manufacturing plant with 175 new direct jobs. The company’s workforce experience was so positive, Ronpak’s leadership elected a year later to move its headquarters from New Jersey to Shreveport, adding another 100 new manufacturing and corporate jobs. **EQ**



# AEROSPACE

**A** proven aerospace market, Louisiana offers a highly skilled workforce in the overhaul of military aircraft (Northrop Grumman and AAR in Lake Charles) and construction of NASA rockets spacecraft (Boeing and Lockheed Martin in New Orleans). The aerospace industry also represents a growing sector of the Louisiana economy, a sector that will mark a significant milestone in 2016.

That's when Textron subsidiary Bell Helicopter plans to begin assembly of a new light-payload turbine helicopter that will serve law enforcement, utility and other civilian clients around the world.

The project represents the first modern-era full aircraft assembly facility in Louisiana, as well as a new chapter in Bell's corporate history. The SLS (short-light-single) model will re-establish a storied helicopter category the company produced for a half-century until ceasing production of an earlier Jet Ranger SLS model in 2010.

That Bell Helicopter selected Louisiana for production of its new Bell 505 Jet Ranger X aircraft speaks to the strides the state has made in

elevating its business climate and deepening its workforce development strengths.

"The state's established aerospace industry and exceptional workforce training programs were also key factors in our decision to make Louisiana a partner in expanding our manufacturing footprint," said John Garrison, Bell Helicopter CEO (2009-2015). Louisiana's aerospace lineage includes spacecraft assembly operations at Michoud Assembly Facility in New Orleans, ranging from the first stage of NASA's Saturn V rocket to the Space Shuttle external tanks and current development of NASA's Space Launch System and Orion spacecraft.

The Shreveport-Bossier City area in Northwest Louisiana is home to the U.S. Air Force Global Strike Command and Eighth Air Force, both headquartered at Barksdale Air Force Base, while the Naval Air Station Joint Reserve Base in Belle Chasse, near New Orleans, represents a strategic air defense hub.

Bell Helicopter announced its choice of Louisiana in December 2013 after a highly competitive





Louisiana's workforce and business climate have attracted major players in the aerospace industry, such as AAR (left) and Northrop Grumman (above and right).

selection process that included analyses of greenfields and established sites in several other states. The company will assemble the five-seat helicopter at its new 82,300-square-foot Lafayette Aircraft Assembly Center leased from Lafayette Regional Airport. Final assembly of the Bell 505 Jet Ranger X will begin in 2016 following certifications of the aircraft and the assembly site.

Funded by the State of Louisiana, the \$26.3 million center Bell Helicopter will lease resides on a 14.5-acre airport site, and the company committed another \$11.5 million in equipment and tooling to be installed in the facility. The project will create 115 new direct jobs with an average salary of \$55,000, plus benefits, with an estimated 136 additional indirect jobs to result.

Louisiana's best-in-the-nation LED FastStart® workforce program will work with Bell Helicopter to create a customized employee recruiting and training program. Louisiana's longstanding partnership with Textron — Bell's parent and the maker of military vehicles in Louisiana — provided an additional foundation for the aircraft investment in Lafayette.

Bell Helicopter's notable arrival is hardly the only momentum in the state's aerospace industry. Chicago-based aviation contractor AAR Corp. is developing a 750-job aircraft Maintenance, Repair and Overhaul — or MRO — facility at Chennault International Airport in Lake Charles.

AAR is occupying more than 620,000 square feet of service and administrative space at Chennault, including 118,000 square feet of strategic new high-bay, wide-body space in Hangar H, a \$21.5 million



service hangar built with \$17.5 million in state support. The new hangar was a crucial element of AAR's expansion project, which will result in more than 1,000 new direct and indirect jobs.

As with Bell, workforce quality and availability was another important element of its decision. With \$3.7 million, the state is establishing a National MRO Center of Excellence at nearby SOWELA Technical Community College to ensure a robust pipeline of qualified workers who are well-prepared with skills required by AAR's operations. **EQ**



# SOFTWARE DEVELOPMENT

**N**ative startups and global expansions by technology firms continue to generate thousands of high-paying, knowledge-based jobs across Louisiana in the state's fastest-growing sector.

Leading technology companies — such as CGI, CenturyLink, CSC, EA, Gameloft, GE Capital, IBM and others — have launched major projects that collectively will create more than 5,000 new direct tech jobs in Louisiana, most of which will be filled in the next three years. Aided by more than \$37 million in higher education initiatives statewide, Louisiana's software development and IT sector is increasingly being hailed as a haven for new college graduates to secure high-tech jobs at home.

In October 2015, video game developer inXile Entertainment of Newport Beach, California, announced it would open a new production studio in New Orleans, its first satellite location outside the Golden State. The state's key technology incentive — the Digital Interactive Media and Software Development Incentive — shaped the company's decision, as did the incomparable

culture of New Orleans itself. It's a trend that's taken hold in one of the nation's leading cities for creative professionals.

Louisiana is "the next major high-tech center," said Brian Fargo, inXile founder and CEO. His company's project will create 50 new software jobs with an average annual salary of \$75,000, plus benefits.

"Every year, colleges and universities in Louisiana graduate qualified candidates that would love nothing more than to work in the game industry," Fargo added. "We are proud to be a part of a movement to keep those talented people in Louisiana."

Major technology employers also are finding talent in mature employment sectors, such as Louisiana's major military employers, where talented professionals exiting careers from Barksdale Air Force Base, Fort Polk and other Louisiana installations are desirable targets for tech firms.

Near Barksdale, CSC's next-generation technology center at the 3,000-acre National Cyber Research





Major announcements in the software industry in the past several years include, but are not limited to, Enquero (bottom left), Gameloft (top left) and High Voltage Software (top right), as well as CGI, CSC, IBM and more.

Park in Bossier City will employ 800. In another 2014 announcement, CGI of Canada announced it would open a 400-job technology innovation center in Lafayette that will include close collaboration with experts at the University of Louisiana at Lafayette. In Baton Rouge, IBM recently opened a state-of-the-art riverfront facility that will employ 800 software developers and tech professionals who will serve clients across the U.S. Just as IBM moved from temporary Baton Rouge office space to its new urban complex in Baton Rouge, the company announced it would establish an additional 400-job Application Development and Innovation Center next-door to the corporate headquarters of Fortune 500 firm CenturyLink in Monroe.

Each technology center project involves millions of dollars in state funding for higher-education initiatives designed to increase the number of college graduates in computer science and other IT-related degrees. Established firms from Silicon Valley and other well-known technology markets are adding to the momentum. Such projects include:

- St. Louis-based Perficient Inc.'s selection of Lafayette for a 245-job tech center after analysis of sites across the country.
- Enquero's 350-job enterprise-software center in Lafayette, its first brick-and-mortar location outside California's Silicon Valley.
- High Voltage Software of Chicago's investment in a new game development studio in New Orleans.

The tech wave includes the growth of

homegrown heavyweights. CenturyLink, the nation's No. 3 telecommunications firm, is adding 800 jobs in connection with its newly completed 300,000-square-foot Technology Center of Excellence, which will drive innovation throughout the company in areas such as Internet Protocol-enabled networks, cloud computing and hosted IT services. Designed with "work anywhere" convenience, the new CenturyLink technology center houses 37,000 square feet of electrochromic glass — the largest single installation of View Dynamic Glass in the world.

A common digital thread for Louisiana tech companies is the state's Digital Interactive Media and Software Development Incentive, which provides up to a 35 percent tax credit on qualified payroll for in-state labor and up to a 25 percent tax credit on qualified production expenses.

The opportunity to collaborate with university researchers to build the pipeline of knowledge workers is another core driver of Louisiana's tech boom. The GE Capital IT Center of Excellence in New Orleans provides a blueprint for the state's university workforce training model. GE Capital partners with the University of New Orleans to shape course curricula and provide internships and other opportunities to ensure a work-ready pipeline of graduates that match the company's real-world needs for a 300-job tech center.

"Establishing our center in a state that is committed to our growth, as well as that of the technology industry as a whole, lets us know we will be able to attract the talented professionals we need," said Martha Poulter, GE Capital vice president and chief information officer (2010-2014). **EQ**

# FOREIGN DIRECT INVESTMENT



**B**illions of dollars in international capital investment have propelled Louisiana to the top of U.S. foreign direct investment rankings, with major projects in sectors ranging from alternative fuels to advanced manufacturing and software.

Foreign direct investment, or FDI, congregates in global locations that appeal to investors seeking strategic commerce advantages. Among the key attributes FDI investors seek are deepwater ports, flexible dock terminals and port container cargo operations — along with the critical rail, road, pipeline and other utility connections that can provide powerful intermodal connections for their products domestically and globally.

Louisiana advantages include a geography and built-infrastructure with access to most continental U.S. states via the Mississippi River, and five of the Top 15 U.S. ports by tonnage. Along with its ports, Louisiana offers one of only two places in the U.S. where all six Class I railroads converge (New Orleans) and a density of interstate and intrastate pipelines that's greater than any other state.

Trade figures bear out Louisiana's outsized performance in foreign investment. Louisiana ranks No. 1 in the U.S. per capita for foreign direct investment since 2008, with more than \$30 billion in international capital investment during that period.

The state also imports more iron and steel than any state, and ranks No. 1 in the U.S. in export performance, according to the U.S. Chamber of

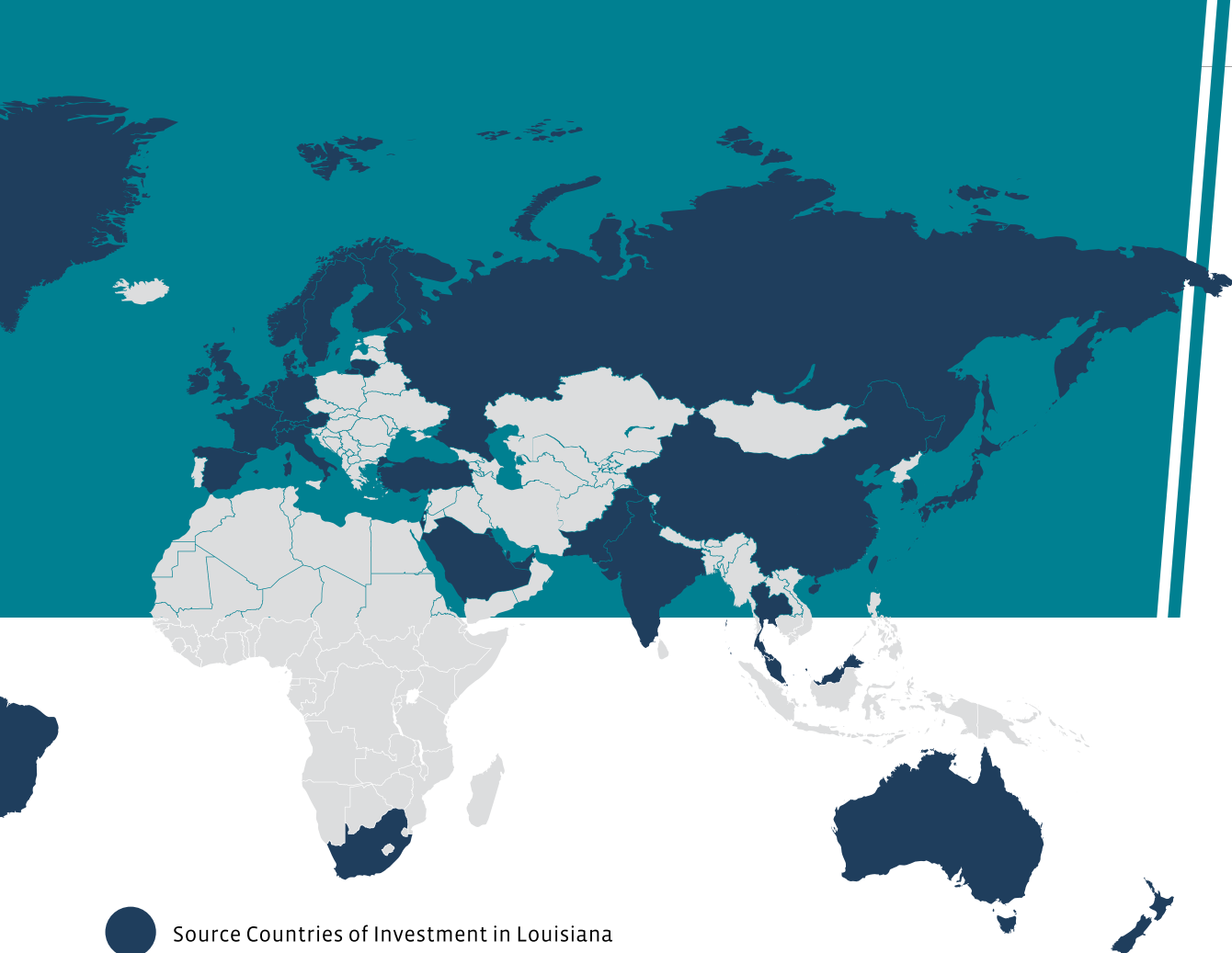
Commerce. Louisiana's ports handle a staggering 28 percent of all U.S. bulk cargo.

Recent capital investment from all parts of the globe has bulwarked Louisiana's standing as a trade powerhouse. Elements of Louisiana's rising international investment include:

- Methanex Corp. of Canada's \$1.1 billion investment in two massive methanol plants built with components from disassembled plants shipped from Chile.
- Shin-Etsu of Japan's investment of \$1.4 billion in new Shintech ethylene production near Baton Rouge.
- Sasol of South Africa's investment of more than \$8 billion in an ethane-cracker complex in Lake Charles.
- Yuhuang Chemical Co. Ltd. of China's construction of a \$1.85 billion methanol complex along the Mississippi River, Louisiana's first major foreign direct investment from mainland China.

"Louisiana strategic advantages are many," said Yuhuang Chemical CEO Charlie Yao. "This Louisiana operation represents the company's commitment to significance on the world petrochemical platform."

The wave of industrial projects from overseas reflects Louisiana's combination of unrivaled advantages, which include an abundant and



stable supply of affordable natural gas and a highly ranked business climate.

Recent projects also show a diversity of nations — and business sectors — identifying competitive advantages in Louisiana.

For instance, Norway's Kongsberg Maritime will invest \$17 million to expand its Louisiana electronic-components manufacturing plant in St. Charles Parish, outside New Orleans. Virdia of Finland chose Louisiana for a \$60 million specialty chemicals and biofuels plant near Houma that will source sugar cane waste as a feedstock. Norway's Viking Cruise Lines will establish its first U.S. riverboat cruises with a homeport in New Orleans and a new fleet of \$100 million luxury ships.

The state's top-ranked workforce training program, LED FastStart®, and unique workforce partnerships with Louisiana colleges and universities provide additional advantages to international firms.

In Shreveport, for instance, where Europe's Benteler Steel/Tube will open its first U.S.

seamless steel tube mill, a state-funded \$22 million advanced training center at Bossier Parish Community College will ensure a pipeline of skilled employees for the plant, which will employ nearly 700 workers.

Likewise, tech titan CGI of Canada chose Lafayette for a 400-job technology innovation center that will include creative partnerships with experts at the University of Louisiana at Lafayette. A key element of the project is a state-funded 10-year, \$4.5 million higher education initiative that will triple the number of undergraduate degrees awarded annually by the university's School of Computing and Informatics. The CGI project will include an innovation laboratory to spur technologies in cloud computing, cyber security and data visualization.

CGI executive Dr. James Peake described the new center in Lafayette as "the culmination of a unified vision shared by CGI and the education, community and policy leaders of Louisiana that a strong economy depends on a highly trained, skilled technology workforce." **EQ**





# ENTERTAINMENT

Louisiana doesn't just make more movies than California and New York — it makes some of the best ones, too. That became evident in 2013, when Louisiana was the feature-film capital not just of the nation, but also of the world.

Eighteen of 180 major-studio productions made that year were primarily made in Louisiana, compared to 15 in California. Louisiana-made movies accounted for four of six of the highest-profile Oscar® nominees that year, including the Oscar-winning *12 Years a Slave* and *Dallas Buyers Club*.

A 2014 Milken Institute report observed that Louisiana “continues to outpace other states in motion picture production.” Louisiana makes more movies than Canada and England, too.

The state's pioneering and globally competitive Motion Picture Investor Tax Credit lies at the heart of the industry's head-spinning growth of recent years. In the 7-year period from 2008 to 2014, annual certified spending on film and movie

production in Louisiana rose by 57 percent or more than \$245 million, according to a 2015 economic impact report commissioned by the state's Office of Entertainment Industry Development.

The California Film Commission in its 2014 annual report noted that Louisiana film production spending grew nearly 800 percent in the decade after its incentive program was introduced in 2002.

Louisiana remains an unrivaled location for film and television production after 2015 refinements to its incentive program. The tax-credit program remains straightforward, transparent and easy to use, with revisions that benefit investors and make it as attractive as ever.

Changes approved by state lawmakers in 2015 include several provisions that enhance the program's integrity for investors. Other changes allow investors to include some marketing costs as production expenditures, and the additional tax credit for Louisiana resident labor



Louisiana's pool of experienced production talent had swelled to 15 crews by 2015, a 400 percent jump since the introduction of the tax incentive program more than a decade ago.

expenditures rose from 5 percent to 10 percent (for a total tax credit of 40 percent).

It's important to note that while the state limits the amount of tax credits that can be claimed annually to \$180 million for the next three fiscal years, ending June 30, 2018, there is no limit on the amount of credits that can be issued by the state. Louisiana production facilities in New Orleans and other entertainment hubs report being at or near capacity after changes to the program in summer 2015.

Projects in pre-production and production in Louisiana in late 2015 include the second season of *NCIS: New Orleans*; a new *Roots* mini-series; *LBJ*, a presidential biopic starring Woody Harrelson; and the latest Tom Cruise installment in his popular *Jack Reacher* action film series.

An industry milestone for 2015 included the release of *Jurassic World*, the fourth-highest-grossing movie in history and another production chiefly made in Louisiana. The continuing momentum highlights important components of the state's success as an entertainment hub. Though tax credits helped launch Louisiana's modern film industry in 2002, a proliferation of soundstages and other production facilities also drives growth. Louisiana's film industry isn't just growing, it's growing up.

The California Film Commission conceded the point in August 2015, noting that Louisiana has built "impressive multi-studio facilities over just the past years." Major Louisiana film facilities include Celtic Media Centre in Baton Rouge; The Nims Center, Second Line Stages, The Ranch Studios and Big Easy Studios in the New Orleans area; and Millennium Stages and StageWorks in Shreveport. Recently announced are plans for Deep South Studios in New Orleans, a potential 262,000-square-foot site with five soundstages.

Meanwhile, Louisiana's pool of experienced production talent had swelled to 15 crews by 2015, a 400 percent jump since the introduction of its tax incentive program more than a decade ago.

The state continues to attract a diverse slate of film and TV productions, a reflection of industry maturity. Louisiana's quality of life also is a draw for creative professionals: *MovieMaker* magazine in 2015 named Baton Rouge the No. 1 small city to live and work as a filmmaker. The state has proved itself a sturdy alternative to the California landscape in other ways, too. Louisiana Entertainment highlighted movies such as *Dawn of the Planet of the Apes* and *Terminator 5* as films set in San Francisco but filmed in Louisiana. **EQ**



# SMALL BUSINESS

Louisiana Economic Development supports small businesses at each phase of the entrepreneurial experience with programs to nurture growth at pre-startups and \$50 million companies alike.

Its small business initiatives respond to the evolving needs of Louisiana entrepreneurs.

In 2015, for instance, it expanded its new CEO Roundtables peer program to regions across the state to help more small firms navigate growth obstacles.

The Small and Emerging Business Development (SEBD) program is at the heart of LED's small business initiatives. The SEBD program helps eligible business owners gain managerial and technical skills through training in areas such as marketing, business planning, and legal and industry-specific assistance.

Step-Ko Products LLC of Broussard provides corrosion-protection products to clients in more than 40 countries. Now highly successful, it turned to LED for help in its early years and

later when it wanted to reach new markets. As a certified small and emerging business, Step-Ko received guidance from the Small Business Development Center at the University of Louisiana at Lafayette and the Manufacturing Extension Partnership of Louisiana.

Expert help provided by these important SEBD intermediaries included website development, industry-specific training and quality management consulting to improve Step-Ko's daily operations and product design.

More recently, a second LED program helped Step-Ko reach a broader market base. Launched in 2011, LED's Economic Gardening Initiative offers approximately 35 hours of intensive market research to qualified second-stage firms that have developed beyond the startup phase. Expert researchers unearth market data that small firms can use to shape decision-making as they look to expand. Some 134 Louisiana firms have participated in the program, which also connects participants with national experts in new media and business strategy.





Step-Ko owner Byron Stephens credits help through SEBD and Economic Gardening with a 100 percent jump in sales and 11 new full-time jobs.

“The programs have been instrumental in helping focus on long-term growth strategies that have certainly paid off,” Stephens said.

Economic Gardening also helped injection-molding company Noble Plastics Inc. of Grand Coteau identify new clients in the defense and design industries.

“The (research) team mined for and found incredible amounts of data in a really short period of time,” said Missy Rogers, Noble Plastics president. “They helped me narrow down where to place my marketing efforts.”

After participating in the program, Noble Plastics doubled its staff and increased revenues by 30 percent per year. Growth has been like “a tiger on a leash,” Rogers said.

CEO Roundtables is another Louisiana Economic Development initiative for second-stage small firms with high-growth potential. Launched in 2014, CEO Roundtables connects decision-makers at small firms in biomedical, software, manufacturing and other target sectors with a network of peer decision-makers at other Louisiana firms. The program focuses on firms with demonstrated growth potential that typically have five to 99 employees and annual revenue of \$600,000 to \$50 million.

Over the course of a year, the CEO Roundtables convenes 15 to 18 participants for collaborative, half-day discussions to tackle issues from marketing and strategic planning to time management, organizational structure and cyber security.

The sessions provide a place for the exchange of insights among like-minded entrepreneurs who are often too busy running their business to keep pace with challenges to growth. In 2015, LED

The Economic Gardening Initiative has provided companies such as Noble Plastics (top) and Quality First Marine (bottom) with market research and expertise to promote growth.







LED's Veteran Initiative is designed to improve access to state contracts among veteran-owned small businesses, such as River Road Coffees.

expanded CEO Roundtables from New Orleans to Baton Rouge and Shreveport to help more entrepreneurs gain peer guidance.

With support from LED, the Lafayette-based Manufacturing Extension Partnership of Louisiana has developed a similar roundtable program specifically for CEOs of Louisiana manufacturers. Thomas J. Brown, president of E-Claim.com in Harvey, described the impact of CEO Roundtables as “remarkable.”

“My main takeaway was a firm commitment to delegating everything that I could,” Brown said. “Our sales and marketing pipeline has grown by 100 percent because I am now able to commit most of my time to this area.”

Quality First Marine of Madisonville likewise grew rapidly — with 15 new employees and revenues up 157 percent — after participating in the Economic Gardening Initiative and CEO Roundtables.

LED also supports efforts to recognize business owners who possess experience in the nation’s military branches. LED’s Veteran Initiative is designed to improve access to state contracts among veteran-owned small businesses. Completing a certification program gives participants bonus points in Louisiana’s public-bidding system.

“These points give us a real advantage,” said John Stinson, president of Technology Engineers Inc. in Baton Rouge.

LED’s Hudson Initiative certification likewise helps eligible small firms compete for state contracts. Certified companies receive a 10 percent point-bonus during evaluation of their bid proposals. JESCO Environmental & Geotechnical Services of Jennings, once a regional firm, now wins contracts in several states.

“The Hudson Initiative has proven to be the most significant program for growth in our business,” said Alvinette Teal, JESCO principal in charge. **EQ**



# LOUISIANA INCENTIVE SNAPSHOT

## ECONOMIC INCENTIVES FOR BUSINESSES OF ALL SIZES

### ► COMPETITIVE PROJECTS PAYROLL INCENTIVE

Provides a payroll rebate of up to 15% in target sectors for up to 10 years and either a 4% sales/use tax rebate on capital expenditures or a facility expense rebate equal to 1.2% of capital expenditures, excluding tax-exempted items

### ► COMPETITIVE PROJECTS TAX EXEMPTION

Provides a 10-year property tax abatement in selected parishes on qualifying capital investments of at least \$25 million in targeted non-manufacturing industry sectors. The abatement is for the ad valorem taxes in excess of \$10 million or 10% of the fair market value of the property, whichever is greater

### ► CORPORATE HEADQUARTERS RELOCATION PROGRAM

Provides a rebate of up to 25% of facilities and relocation costs, to be claimed in equal parts over five years

### ► CORPORATE TAX APPORTIONMENT PROGRAM

Provides single-sales factor apportionment to highly competitive projects in order to secure jobs and business investment in target industry sectors

### ► DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE

Provides up to a 35% refundable tax credit for Louisiana resident labor expenditures and up to a 25% refundable tax credit on qualified production expenditures

### ► ENTERPRISE ZONE PROGRAM

Provides a one-time \$2,500 tax credit per certified net new permanent, full-time job and either a 4% sales/use tax rebate on qualifying expenses or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

### ► INDUSTRIAL TAX EXEMPTION

Provides a 100% property tax abatement for up to 10 years on manufacturer's qualifying capital investments

### ► LED FASTSTART®

Provides workforce recruitment, screening and training to eligible new and expanding Louisiana companies at no cost

### ► MOTION PICTURE INVESTOR TAX CREDIT

Provides a tax credit of up to 30% on qualified production expenditures and an additional 10% tax credit for Louisiana resident labor expenditures

### ► MUSICAL AND THEATRICAL PRODUCTION TAX INCENTIVE

Provides a tax credit of 18% for musical and theatrical productions and state certified higher education infrastructure projects; additional credits are available for employing Louisiana residents and students in conjunction with state certified musical and theatrical productions

### ► QUALITY JOBS

Provides a rebate of up to 6% on annual gross payroll expenses for up to 10 years and either a 4% sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items

### ► RESEARCH AND DEVELOPMENT TAX CREDIT

Provides up to a 40% tax credit for Louisiana businesses (based on employment) that conduct research and development activities in Louisiana

### ► RESTORATION TAX ABATEMENT

Provides 100% abatement for up to 10 years for the rehabilitation of an existing structure based on assessed valuation of property prior to beginning of improvements

### ► SOUND RECORDING INVESTOR TAX CREDIT

Provides an 18% tax credit issued as a rebate on qualified expenditures for sound recording productions

### ► TECHNOLOGY COMMERCIALIZATION CREDIT AND JOBS PROGRAM

Provides a refundable tax credit of 28.8% for individuals or businesses that invest in the commercialization of Louisiana technology and a payroll rebate of 4.32% for the creation of new direct jobs

## SPECIAL INCENTIVES FOR SMALL BUSINESSES

### ► ANGEL INVESTOR TAX CREDIT

Provides a tax credit of up to 25.2% for individual investors when they invest in early-stage, wealth-creating businesses

### ► ECONOMIC GARDENING INITIATIVE

Provides Louisiana-based small businesses with accelerated technical assistance and research from an experienced national economic gardening team

### ► SMALL BUSINESS LOAN PROGRAM

Provides up to 75% loan guarantees to facilitate capital accessibility

### ► VETERAN INITIATIVE

Provides veteran-owned and disabled, service-oriented, small businesses with greater potential for access to state procurement and public contract opportunities

For more information on Louisiana's incentives visit [OpportunityLouisiana.com](https://OpportunityLouisiana.com).

# Regions & Partners



REGION	REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION	REGIONAL HUB
1. BAYOU	South Louisiana Economic Council	Houma/Thibodaux
2. SOUTHEAST	Greater New Orleans Inc.	New Orleans
3. CAPITAL	Baton Rouge Area Chamber	Baton Rouge
4. ACADIANA	Acadiana Economic Development Council	Lafayette
5. SOUTHWEST	Southwest Louisiana Economic Development Alliance	Lake Charles
6. CENTRAL	Central Louisiana Economic Development Alliance	Alexandria
7. NORTHEAST	Northeast Louisiana Economic Alliance	Monroe
8. NORTHWEST	North Louisiana Economic Partnership	Shreveport/Bossier

**Louisiana has an extensive network of economic development organizations and allies dedicated to helping our communities attract, grow and maintain business in our state.**

**1. Bayou Region**

- Assumption Chamber of Commerce
- Chamber of Lafourche and the Bayou Region
- Houma-Terrebonne Chamber of Commerce
- Lafourche Parish Economic Development
- South Central Industrial Association
- St. Mary Chamber of Commerce
- St. Mary Economic Development
- St. Mary Industrial Group
- Terrebonne Economic Development Authority
- Thibodaux Chamber of Commerce

**2. Southeast Region**

- Jefferson Parish Economic Development Commission
- New Orleans Business Alliance
- Plaquemines Association of Business & Industry
- St. Bernard Parish Economic Development Foundation
- St. Charles Parish Department of Economic Development & Tourism
- St. James Parish Department of Economic Development
- St. John the Baptist Parish Department of Economic Development
- St. Tammany Economic Development Foundation
- Tangipahoa Economic Development Foundation
- Washington Economic Development Foundation

**3. Capital Region**

- Ascension Economic Development Corporation
- City of Baton Rouge/ East Baton Rouge Parish
- East Feliciana Parish Economic Development
- Greater Pointe Coupee Chamber of Commerce
- Iberville Chamber of Commerce
- Livingston Economic Development Council
- St. Helena Parish Economic Development Committee
- West Baton Rouge Chamber of Commerce
- West Feliciana Parish Community Development Foundation

**4. Acadiana Region**

- Crowley Chamber of Commerce
- Evangeline Parish Industrial Board
- Iberia Industrial Development Foundation
- Lafayette Economic Development Authority
- St. Landry Parish Economic Industrial Development District
- St. Martin Economic Development Authority
- Vermilion Chamber of Commerce

**5. Southwest Region**

- Calcasieu Parish Planning and Development
- Chennault International Airport Authority
- City of Lake Charles Planning and Economic Development Department
- DeQuincy Chamber of Commerce
- DeQuincy Economic Commission
- Greater Beauregard Chamber of Commerce
- Jeff Davis Business Alliance
- Jeff Davis Parish Office of Economic Development
- Jennings Main Street
- Kinder Louisiana Chamber of Commerce
- Lake Charles Downtown Development Authority
- Lake Charles Regional Airport
- Oakdale Area Chamber of Commerce
- Sulphur Industrial Development Board
- The Chamber/SWLA
- The Port of Lake Charles
- West Calcasieu Port, Harbor and Terminal District

**6. Central Region**

- Alexandria Central Economic Development District
- Alexandria/Pineville Convention and Visitors Bureau
- Alexandria Regional Port Authority
- Avoyelles Parish Port Commission
- Central Louisiana Business Incubator
- Central Louisiana Chamber of Commerce
- Concordia Economic & Industrial Development Board
- Concordia Parish Chamber of Commerce
- England Economic and Industrial Development District
- Greater Alexandria Economic Development Authority
- Greater Vernon Chamber of Commerce
- LaSalle Economic Development District
- North Rapides Business and Industry Alliance
- O.U.T.S.: Olla, Urania, Tullos, Standard Economic Development Board
- Pineville Downtown Development District
- The Rapides Foundation
- Winn Economic and Industrial District

**7. Northeast Region**

- Bernice Industrial Development Corporation
- Caldwell Parish Industrial Development Board
- Franklin Economic Development Foundation
- Jackson Parish Chamber of Commerce
- Jackson Parish Economic Development
- LA Delta 65 Inc.
- Lake Providence Port Commission
- Monroe Chamber of Commerce

- Morehouse Economic Development Commission
- Rayville Economic Development
- Tensas Revitalization Alliance
- Union Parish Chamber of Commerce
- West Carroll Parish Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce

**8. Northwest Region**

- Arcadia/Bienville Parish Chamber of Commerce
- Bossier Chamber of Commerce
- Caddo-Bossier Port Commission
- City of Natchitoches Economic Development Commission
- Claiborne Chamber of Commerce
- DeSoto Parish Chamber of Commerce
- Greater Bossier Economic Development Foundation
- Greater Shreveport Chamber of Commerce
- Minden-South Webster Chamber of Commerce
- Natchitoches Area Chamber of Commerce
- North Webster Chamber of Commerce
- Red River Parish Chamber of Commerce
- Ruston-Lincoln Chamber of Commerce
- Sabine Parish Chamber of Commerce

In addition to working with these organizations, LED regularly works with municipalities, parishes, police juries and utilities on economic development initiatives.

- Statewide partners include:
- American Electric Power/Southwestern Electric Power Company
  - Association of Louisiana Electric Cooperatives
  - Center for Lean Excellence
  - Cleco Corp.
  - Entergy Louisiana Economic Development
  - Louisiana Association of Planning and Development Districts
  - Louisiana Business Incubation Association
  - Louisiana Industrial Development Executives Association
  - Louisiana Municipal Association
  - Louisiana Public Facilities Authority
  - Louisiana Small Business Development Center Network
  - Manufacturing Extension Partnership of Louisiana
  - Police Jury Association of Louisiana
  - Ports Association of Louisiana
  - Procurement Technical Assistance Center



**91,000 NEW JOBS**

**\$62 BILLION**  
**IN CAPITAL INVESTMENT**

